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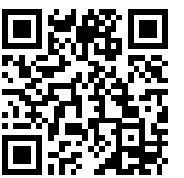

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DEPARTMENT OF THE ARMY FIELD MANUAL

RIFLE COMPANY INFANTRY, AIRBORNE, AND MECHANIZED

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FIELD MANUAL
NO. 7-11

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *20 April 1965*

RIFLE COMPANY INFANTRY, AIRBORNE, AND MECHANIZED

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CHAPTER 1
GENERAL

Section I. INTRODUCTION

1. Purpose and Scope

a. This manual provides doctrinal guidance on the organization and tactical employment of the rifle companies organic to the infantry, airborne infantry, and mechanized infantry battalion.

b. The tactics, techniques, and procedures described herein are not inflexible rules; they are guides which commanders should modify as required by the varying conditions on the battlefield. Unless otherwise indicated, the material is applicable to all types of rifle companies.

c. The material contained herein is applicable to nuclear and nonnuclear warfare to include operations in a toxic environment.

d. New and improved weapons and equipment are continually being developed and tested for the rifle company; therefore, no specific nomenclature is given for automatic weapons, grenade launchers, or antitank weapons. The company commander must adapt the tactics and techniques in this manual to fit the weapons and equipment of his unit.

e. Users of this manual are encouraged to submit recommended changes or comments to improve it. Comments should be keyed to the specific page, paragraph, and line of text in which change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded directly to Commanding Officer, United States Army Combat Developments Command Infantry Agency, Fort Benning, Georgia 31905.

2. Mission

The basic combat mission of the rifle company is to close with the enemy by means of fire and maneuver in order to destroy or capture him, or to repel his assault by fire, close combat, and counterattack.

3. Leadership and Command

a. The rifle company commander must realize that his company

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is only as effective as the men who form it. The success of his company, in combat or in training, is the result of the concerted effort of each member of the company. It is the duty of every company commander to mold the personalities, skills, and knowledge of his men into a cohesive fighting unit. This goal can only be realized by the proper use of his subordinate leaders. In the final analysis, the success of the company is directly related to the consistent leadership displayed by its commander.

b. There is a difference between command and leadership. *Command* is the authority a military commander lawfully exercises over individuals in his unit by virtue of his assignment. *Leadership* is the art of influencing and directing men in such a way as to obtain their loyal cooperation in order to accomplish the mission. (See FM 22–100.)

c. The company commander must not become so involved in planning that he fails to exert his main effort in the execution of his plan. A poor plan well executed has a better chance of success than a good plan poorly executed. In supervising the execution of his plans, the company commander should be guided by the principles of leadership and full utilization of his subordinates.

d. There will be many occasions in combat when the accomplishment of the unit mission will depend on the personal example set by the company commander. The histories of past wars are replete with situations where individual commanders, by their example, have turned impending failure into success, and defeat into victory. This does not imply that the company commander must lead the assault on every objective, or be the last man to withdraw in a delaying action. The company commander must position himself where he can best control the action, but at the same time he must be always prepared to influence the action by personal example if this is required to accomplish the mission.

4. Capabilities

In accomplishing its basic combat mission, the rifle company is capable of—

a. Closing with the enemy by means of fire and maneuver in order to destroy or capture him.

b. Repelling enemy assault by fire, close combat, and counterattack.

c. Providing a base-of-fire element and maneuver elements.

d. Seizing and holding terrain.

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e. Maneuvering and fighting in all types of terrain and climates and under widely varying degrees of nuclear weapons availability.

f. Capitalizing on all forms of mobility.

g. Conducting parachute operations when organic to the airborne infantry battalion.

h. Conducting semi-independent patrols, ambushes, and raids.

i. Conducting independent operations for limited periods when suitably reinforced.

j. Conducting guerrilla operations and participating in the pacification/internal security process in a counterinsurgency operational environment.

5. Characteristics

The rifle company is the basic tactical element of the infantry battalion. It fights by combining fire and maneuver. Its organization and equipment provide it with the necessary means to conduct a variety of combat operations. When increased combat power is required for specific tasks, the company is capable of receiving and controlling combat and combat support elements. While the mobility of the infantry rifle company (and the airborne rifle company when landed) is limited to that of the foot soldier, the company can adapt to any form of land, sea, or air transportation. The infantry and airborne rifle companies are completely air-transportable in helicopters, medium-assault aircraft, or medium-transport aircraft. The mechanized rifle company is completely ground mobile, and, less its carriers, it is air-transportable.

Section II. ORGANIZATION AND DUTIES OF PERSONNEL

6. Organization

a. General. The rifle company organization consists of a company headquarters, three rifle platoons, and a weapons platoon (fig. 1). The authorization for personnel and equipment is contained in appropriate TOE. (Each company commander is responsible for periodically reviewing his TOE and forwarding appropriate recommendations for change in accordance with AR 725–50.)

b. Company Headquarters.

(1) Personnel of company headquarters of infantry and airborne rifle companies include those who command or directly assist or support the commander (the company commander, executive officer, first sergeant, communica-

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tion chief, supply sergeant, armorer, and company clerk). Each of the two ¼-ton trucks with trailers organic to company headquarters carries a vehicle-mounted radio. One of the trucks is normally used as the company commander's command-and-reconnaissance vehicle. The other truck with trailer carries communication equipment. The 2½-ton truck is the company supply truck and carries ammunition, equipment, and baggage.

(2) Company headquarters equipment includes chemical- and biological-agent detecting and decontaminating devices, tool kits for pioneer and maintenance activities, riot-gas dispensers, and flamethrowers.

(3) The company headquarters of the mechanized rifle company differs in that:

(*a*) A carrier is substituted for the ¼-ton truck as the company commander's command-and-reconnaissance vehicle.

(*b*) A maintenance section is provided to perform appropriate maintenance of vehicles and communication equipment organic to the mechanized company.

(*c*) One ¾-ton truck with trailer, one carrier, and one medium-tank recovery vehicle are in the maintenance section.

c. Rifle Platoon.

(1) The rifle platoon of the infantry and airborne rifle company consists of a platoon headquarters, three rifle

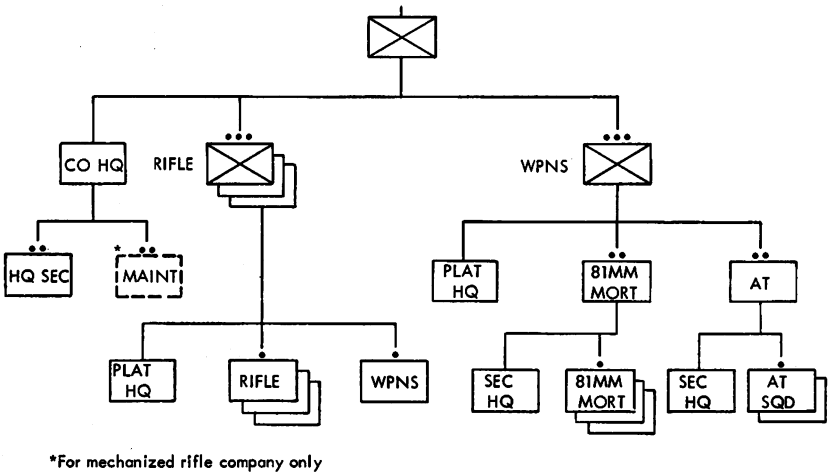

Figure 1. Rifle company.

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squads, and a weapons squad. For further details, see FM 7–15.

(2) The rifle platoon of the mechanized rifle company is similarly organized but is equipped with four carriers each with a vehicle-mounted weapon. Each rifle squad is equipped with a machinegun and is assigned an additional man as driver of the carrier. In the weapons squad, the driver is also designated as an ammunition bearer.

d. Weapons Platoon.

(1) The weapons platoon of the rifle company consists of a platoon headquarters, a mortar section, and an antitank section.

(*a*) In the platoon headquarters are the platoon leader, platoon sergeant, and a radiotelephone operator.

(*b*) The mortar section headquarters consists of a section leader, two fire direction computers, and three forward observer (FO) parties composed of one FO and one radiotelephone operator each. Each of the three mortar squads of the section has a squad leader, gunner, assistant gunner, and two ammunition bearers.

(*c*) The antitank section headquarters consists of a section leader. Each of the two antitank squads of the section has a squad leader, gunner, assistant gunner, and one ammunition bearer.

(2) The platoon's organic transportation includes one ¼-ton truck with trailer in platoon headquarters; one ¾-ton truck with trailer in the mortar section headquarters; one ¾-ton truck with trailer in each mortar squad; and one antitank weapon mounted in a ¼-ton truck in each antitank squad.

(3) In the mechanized weapons platoon, four carriers are substituted for the ¾-ton trucks of the mortar section. There are two radiotelephone operators and one carrier driver (who is also a radiotelephone operator) in the mortar section headquarters. Each mortar squad has one ammunition bearer, and one carrier driver who is also a radio-telephone operator.

7. Duties of Company Headquarters Personnel

a. Company Commander.

(1) The company commander alone is responsible for what his company does or fails to do. He is responsible for the tactical employment, training, maintenance, discipline, control, administration, and welfare of his company, and

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for all aspects of its performance in combat and in training.

(2) The company commander meets his responsibilities by planning, by making timely decisions and issuing orders, by delegating tasks, and by personally supervising company activities. His professional knowledge must include a thorough understanding of the tactical employment of the rifle company, the technical capabilities and limitations of its organic weapons, and the use, capabilities, and limitations of other arms and services that may be associated with the company in combat.

(3) The company commander exercises command through his platoon leaders and first sergeant. Within guidance set by higher headquarters, he establishes policies and standards for the company. By regular formal and informal inspections, he insures that his policies are carried out and that his standards are attained. He insures that all personnel of the company have access to him for discussion of personal or other matters.

(4) The company commander trains his subordinate leaders and uses them to the maximum in accomplishing his mission. He supervises the performance of those under his command and takes positive action to correct any deficiencies. He strives to develop in his subordinate leaders such qualities as initiative, self-reliance, ingenuity, and professional competence by furnishing guidance and then allowing them maximum freedom of action in performing their assigned tasks. In unit training, he must recognize superior performance, and he must counsel his subordinates on their weaknesses.

(5) In combat, the company commander makes decisions on the tactical employment of his unit based on orders from higher headquarters and on his estimate of the situation. He keeps informed of the situation at all times. He goes where he can best influence the action of his company When a situation is beyond the capability of his unit, he requests assistance from higher headquarters. In the absence of orders, he makes decisions for the employment of the company based on his understanding of the overall mission and on his estimate of the situation.

(6) The company commander is responsible for the combat effectiveness of his unit and the personal well-being of the men under his command. He insures the combat effectiveness of his company by producing sound plans

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and orders; by supervising the execution of orders and training; by fostering *esprit de corps* and a high state of morale; by giving his men the opportunity to acquire a sense of accomplishment; and by promoting a sense of security within the company. By his personal actions and by directing and supervising his subordinate leaders, the company commander insures that a continuous and effective effort is made to attain the highest possible standard in all company matters.

b. Executive Officer. The executive officer performs duties assigned to him by the company commander. He keeps abreast of the tactical situation and assumes command of the company in the absence of the company commander. He is in charge of the operation of the command post and insures communication with elements of the company, battalion, adjacent companies, and supporting units. He notifies appropriate units of changes in the command post location. He controls the movement of administrative vehicles within the company area and supervises the supply of ammunition to the platoons. He supervises company administration, supply, and service, to include the company aid post. In the mechanized rifle company, he is also the company maintenance officer.

c. First Sergeant. The first sergeant is the senior NCO in the company. He assists the company commander by performing assigned duties including the supervision of training, administration, mess, supply, and maintenance activities. He makes recommendations to the company commander on appointments, reductions, assignments, and disciplinary matters as they pertain to NCO and enlisted men in the company. He assists the executive officer and represents him when the executive officer is absent from the command post.

d. Communication Chief. The communication chief supervises the installation and operation of the company communication systems, and he assists the supply sergeant in procuring and resupplying signal items. In the mechanized rifle company, he coordinates with the maintenance section leader on matters concerning organizational signal maintenance. He advises the company commander on matters pertaining to communication security, and he disseminates appropriate information from current communication orders (SOI extracts and SSI). He supervises the radio mechanic, radiotelephone operators, and wiremen in the performance of their communication duties. He conducts communication training as directed by the company commander.

e. Radiotelephone Operators. Radiotelephone operators operate

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the radios of the company and perform organizational maintenance on the radio equipment. The radiotelephone operators may also be light-truck drivers. In the mechanized rifle company, the carrier driver is also a radiotelephone operator.

f. Wiremen. Wiremen install, restore, and maintain the company wire system, assisted by other personnel as necessary. They are trained to operate all company communication equipment. There are no wiremen in the mechanized rifle company.

g. Radio Mechanic. The radio mechanic performs organizational maintenance on company radio equipment.

h. Supply Sergeant. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company in accordance with current regulations and policies. Under the supervision of the company commander or his designated representative, the supply sergeant prepares and maintains required supply records. In combat, he is particularly responsible for supply of communication items and petroleum-oil-lubricant (POL) supply.

i. Armorer. The armorer performs organizational maintenance on the weapons of the company. In the infantry and airborne rifle company, the armorer is supervised by and assists the supply sergeant. In the mechanized rifle company, the armorer is assigned to the maintenance section and is supervised by the maintenance section leader. The armorer in combat is responsible for immediate replacement of weapons he is unable to repair.

j. Company Clerk. The company clerk performs necessary clerical duties, including processing mail, under the supervision of the first sergeant.

k. Maintenance Section Personnel (Mechanized Rifle Company). The maintenance section is composed of a motor sergeant (section leader), tracked-vehicle mechanics, recovery mechanics, radio mechanics, and an armorer. Vehicles authorized are one carrier, one medium-tank recovery vehicle, and one ¾-ton truck with trailer. The company maintenance section has the primary function of keeping all company vehicles, armament, and communication equipment operating at maximum efficiency. Vehicles requiring more extensive repairs than the maintenance section can accomplish are turned over to the battalion maintenance platoon or exchanged. The motor sergeant supervises company organizational motor maintenance, is in charge of the company reserve of repair parts, and keeps records on all scheduled maintenance.

8. Duties of Rifle Platoon Personnel

See FM 7–15.

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9. Duties of Weapons Platoon Personnel

a. Platoon Leader. The weapons platoon leader commands his platoon and is responsible for its discipline, training, welfare, control, and tactical employment. He normally makes recommendations to the company commander on the employment of elements of the platoon and assists the commander in fire planning. In addition, he is responsible for all equipment issued to his platoon.

b. Platoon Sergeant. The platoon sergeant assists in the control of the platoon and supervises ammunition resupply, feeding, and the use of the platoon transportation. He assumes command of the platoon in the absence of the platoon leader.

c. Radiotelephone Operator (Platoon Headquarters). The radiotelephone operator operates and performs user maintenance on the communication equipment in platoon headquarters. He is also a light-truck driver.

d. Antitank Section Leader. The antitank section leader is responsible for the discipline, training, welfare, and tactical employment of his section. He makes recommendations to the platoon leader or company commander on the tactical employment of the antitank squads, including location of firing positions, displacement, and targets. He supervises ammunition resupply.

e. Antitank Squad Leader. Each antitank squad leader is responsible for the discipline, training, and control of his squad and, based on instructions from the section leader, for its tactical employment. Specifically, he selects exact firing positions for his squad, designates targets, and supervises displacement.

f. Mortar Section Leader. The mortar section leader is responsible for the discipline, training, and control of his section and, based on instructions from the platoon leader, for its tactical employment. He selects firing positions for his squads, controls their fire and displacement, and supervises all the activities of his section, including ammunition resupply.

g. Mortar Squad Personnel. The mortar squad leader is responsible for the discipline, training, and control of his squad and, based on instructions from the section leader, for its tactical employment. Specifically, he selects exact firing positions for his squad, controls its fire, and supervises displacement. One of the ammunition bearers is also a light-truck driver. In the mechanized rifle company, there is only one ammunition bearer in each squad For additional discussion of the duties of squad members, see FM 23–90.

h. Forward Observers. FO relay information for adjustment

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of the fire of the company mortar squads and, when required, the fire of supporting artillery and battalion mortar units. For artillery fire adjustment procedures, see FM 6–135.

i. Fire Direction Computers. The fire direction computers in the fire direction center (FDC) prepare the necessary firing data for the mortars.

j. Radiotelephone Operators (Mortar Section Headquarters). These men operate the communication equipment in the fire direction net, one radio in the company command net, and the other radios in the fire direction net. In addition, they perform organizational maintenance on the platoon radio equipment. Two radiotelephone operators are also light-truck drivers. In the weapons platoon, mechanized rifle company, the carrier driver is also a radiotelephone operator.

k. Driver. In the mechanized rifle company, there is one carrier driver in mortar section headquarters and one carrier driver in each mortar squad. These drivers are also radiotelephone operators (discussed in *c*, above).

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CHAPTER 2
FUNDAMENTALS OF INFANTRY COMBAT

Section I. PRINCIPLES OF WAR

10. General

The principles of war (para. 12 through 20) govern the conduct of all military operations. They represent the major factors essential to the successful conduct of war.

11. Application

A successful commander applies the principles to specific situations. He knows when to emphasize one at the expense of others. In some instances, a commander may elect not to apply a given principle. If the failure to apply the principle works to his ultimate advantage, he has not violated the principle.

12. The Objective

The objective of a military force is the goal or aim, usually expressed as a mission, for which the force was constituted. This principle is overriding; it is applicable to any operation at any level of command. The objective of a force can be stated in either broad or precise terms depending upon the nature of the goal. Each element of an infantry unit contributes to the attainment of the objective of the larger unit of which it is a part. For example, when the objective of a brigade has been defined, all elements of the brigade must be assigned objectives that facilitate the attainment of the brigade objective. Success in combat is measured by the accomplishment of the mission.

13. The Offensive

By the offensive, the commander can impose his will on the enemy, set the pace and course of battle, exploit enemy weaknesses, and meet unexpected developments. Even in the defensive, the commander must be alert to regain the initiative by offensive counteractions. Aggressiveness, flexibility of mind, and the ability to make rapid, reasoned decisions are required to apply fully the principle of the offensive. In defense, the commander can often best accomplish his mission by offensive action.

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14. Simplicity

Simplicity demands that detailed, simple plans be adopted in every military operation. It is, of course, a relative term because all actions in war are essentially complex. Simplicity will be especially important on the nuclear battlefield, where the full use of available means will require close control and coordination and where plans must be as simple as the situation will permit. Detailed, simple plans lead to coordinated, timely execution.

15. Unity of Command

Unity of command is the establishment of a single authority. This is the best means of insuring unity of effort, which implies a singleness of purpose and cooperation by all elements of the command.

16. Mass

Mass demands that superiority of combat power be attained at the critical time and place for a decisive purpose. This superiority is both qualitative and quantitative. Combat power is primarily a combination of firepower and maneuver, which is applied at the right place and time for a decisive purpose. Mass does not require that forces be so disposed that maximum combat power can be concentrated at the decisive time and place. The use of nuclear weapons by enemy forces will require greater dispersion for passive defense; therefore, greater stress must be placed on the application of mass from the point of view of time rather than space. Violation of this principle exposes the command to the risk of piecemeal defeat even by an inferior enemy.

17. Economy of Force

Economy of force requires that sufficient force be applied at other than the decisive time and place to permit mass to be applied at the point of decision. These two principles—economy of force and mass—are so closely related that they cannot be considered singly. Application of the two principles requires a sound estimate of what is sufficient elsewhere to permit the attainment of decisive superiority at the decisive time and place. "Sufficient" is the key. It connotes the application of the force necessary to accomplish the purpose, and not the application of as little force as possible.

18. Maneuver

Maneuver requires that all military resources be brought to bear in the accomplishment of the objective. Correct application of the principle of maneuver requires not only the full use of

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combat power at the decisive time and place but includes the movement of elements of combat power (including combat service support) to the area of operations. Application of this principle is a function of command at all levels. At the highest level, it usually means the movement of men, means, and supplies to an area of operations, and at the lowest level it means the positioning of troop units and fires to destroy the enemy.

19. Surprise

Surprise connotes striking the enemy when, where, or in such a manner that he is unable to counter effectively. The achievement of surprise is not necessarily dependent upon misleading the enemy as to intentions, such as, for example, concealing from him an intention of attacking. He may know from the situation that he will be attacked; yet the attacker may achieve surprise by the time, place, direction, size or composition of forces, or tactics employed.

20. Security

Security provides readiness for action or counteraction and is enhanced greatly by flexibility. Flexibility in mind, organization, and means contributes to security. Its attainment embraces all measures designed to avoid being surprised or interfered with seriously, and the retention of freedom of action. Security does not imply undue caution and avoidance of all risks, for bold action is essential to success in war. When security is provided, unexpected developments will not seriously interfere with the attainment of the mission.

Section II. FUNDAMENTALS OF COMBAT OPERATIONS

21. General

The planning, organization, and conduct of tactical operations are based on certain fundamentals which apply generally to all types of combat operations. Specific fundamentals of offensive and defensive operations are discussed in chapters 3 and 4, respectively.

22. Employ Fully the Capabilities of the Individual Soldier

a. The individual soldier is the decisive element in battle, Although combined arms forces have efficient and effective weapons from the rifle to nuclear delivery systems, success in combat depends ultimately on his courage, intelligence, professional competence, and endurance. Maintaining his morale and

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providing him adequate training, support, and motivation is a prime responsibility of leadership.

b. No company commander or platoon or squad leader should expect his men to perform well in combat, especially close combat, if the men are physically exhausted. Military history contains many examples of commanders failing to recognize the requirement to conserve the energy of the combat infantryman. The most glaring failures have occurred when commanders overloaded men with unnecessary equipment. The solution to this waste of energy is to require men to carry only that materiel and equipment which is immediately needed to perform their mission. Example loads are given in appendix VII, but leaders should realize that these loads must be adjusted to meet specific combat conditions. For example, in winter operations in mountains, the weight of required clothing increases and the individual's load-carrying capacity decreases. Recognition and application of these simple facts can mean the difference between success and failure in combat.

23. Planning and Execution

a. Successful combat operations require careful, detailed planning within the available time permitted by the situation. The commander insures that the actions of subordinate units are coordinated and contribute to the accomplishment of his mission by assigning missions, allocating means, and imposing necessary controls.

b. To take maximum advantage of the inherent flexibility of combined arms forces, speed in both decision and execution is essential. Resulting orders are often mission type or fragmentary and issued orally. Such orders tell the subordinate *what* to do but not *how* to do it. Maximum freedom of action is encouraged; it contributes to aggressive execution and permits subordinates to react aggressively to changes in the situation.

c. Once orders are issued, the speed and aggressiveness with which the operation is executed will normally determine the measure of success. The mission is accomplished in the shortest possible time. To insure rapid execution, the command exploits all means of tactical mobility.

d. Each commander must keep his subordinate commanders aware of his intentions or his final objective. With this knowledge, they can direct their efforts toward the common goal when opportunity exists to exploit local success. Planning must be continuous and well ahead of immediate objectives to anticipate actions that may be required.

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24. Use Environment to Best Advantage

a. Commanders must seek every advantage afforded by use of terrain, air space, weather, and time.

b. Terrain is an important factor in the application of combat power. Favorable terrain affords opportunities for the efficient employment of weapons, provides lines of communication essential to decisive maneuver and support thereof, and provides favorable avenues of approach that facilitate the application of combat power through mobility and maneuver.

(1) Terrain is particularly important in offensive combat, but only so far as it provides advantages which can be exploited. The commander attempts to gain early control of, or to neutralize, terrain which is essential to accomplishing the mission in the shortest possible time and to maintaining the speed and momentum of the attack. Complete control of specific terrain is maintained when necessary to create favorable conditions for maneuver and use of fire. Unfavorable terrain and obstacles may limit the operations of mounted forces, restricting freedom of action and reducing the momentum of the attack. The commander then capitalizes on the ability of infantry to maneuver in all types of terrain, taking advantage of terrain restrictions to assist in the destruction of the enemy.

(2) Terrain is a major factor in the selection of the defensive area and the location and distribution of defending forces. The defender retains control of those terrain features essential to observation, communication, and maneuver of reserves; he denies the enemy use of terrain which might jeopardize the success of the defense. Proper use of terrain in retrograde operations can cause considerable delay to an enemy force and provide the delaying force with an opportunity to inflict heavy punishment. Plans provide for maximum use of natural obstacles (rivers, swamps, passes, and other defiles).

c. The commander seeks to enhance mobility by taking advantage of air space to maneuver his force. Army aircraft permit the rapid movement of combat power on the battlefield with minimum regard to terrain barriers and trafficability. The ability of such forces to move rapidly and to land on or near their objective enhances the achievement of surprise and facilitates the massing of combat power.

d. As in the case of terrain, the commander seeks to take advan-

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tage of the weather in developing and applying combat power. The adverse effects of weather and climate on observation, trafficability, control, personnel, materiel, range of weapons, and air support must be reduced for friendly forces while taking advantage of their detrimental impact on opposing forces.

e. The commander visualizes his operation in terms of time and space limitations to determine which combination of these factors offers the highest assurance of success. Time available for planning and preparation is an important consideration in selecting the form of offensive or defensive maneuver.

25. Use Combined Arms—Mutually Supporting Forces

a. Combat power is attained by deploying mobile, responsive combined arms forces against the enemy. The special characteristics of each type unit are used to contribute to the success of the force. Responsiveness of the force is achieved by establishment of proper command relationships, by maintenance of communication, and by use of appropriate coordination and control measures.

b. The proper combination of infantry and armor with appropriate support normally makes the most effective maneuver force. When elements of the combined arms force are employed separately, such separation should be limited to the time or distance wherein mutual support is possible.

26. Enhance Flexibility

a. The interaction and reaction of events and conditions on the battlefield make it necessary for combat units to adapt their actions rapidly to the current situation. This flexibility is especially important in offensive operations where situations created by opposing maneuvering forces seeking a tactical advantage require the commander to modify his plans to meet significant changes and to react with utmost speed. In the defense, it is reflected in the shifting of forces and fires to counter the attack as it develops.

b. Flexibility encompasses the spectrum of military activity, including the adoption of tactics and resources to meet the special conditions that may exist, while retaining sufficient flexibility of organization, resources, and means available to react effectively to unexpected changes and to seize or retain the initiative.

c. Flexibility is enhanced by detailed, imaginative planning and is reflected in the organization for combat and disposition of forces. Based on the enemy situation, weather and terrain, and own resources, task forces are tailored to accomplish the assigned mission. Flexibility is further enhanced through efficient communi-

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cation, appropriate formations, retention of an adequate reserve, and mobility.

d. By virtue of their extensive communication means, mobility, and variety of weapons, mechanized and armor forces are capable of rapid and frequent changes in mission, organization, formation, and direction of movement.

27. Exploit Mobility

a. Mobility increases the capability to employ maneuver and firepower and enhances their effect. It also makes possible the achievement of surprise. In a nuclear environment, mobility is enhanced to reduce vulnerability, facilitate control of extended areas of responsibility, provide mutual support, maintain freedom of action, and exploit the effects of nuclear fires. Enhancing one's own mobility and degrading that of the enemy is fundamental to the attainment of decisive combat power.

b. Mobility is relative to the situation and varies from foot mobility, through mechanization, to complete airmobility. Effective use of all available means of mobility permits the rapid concentration and prompt dispersal of combat forces required by nuclear warfare. It makes feasible the assignment of multiple missions and permits the rapid disengagement of committed forces. It permits the concentration of converging forces on a single objective from several directions. Commanders at all levels must anticipate, and plan to overcome or avoid, conditons that inhibit mobility.

28. Reduce Vulnerability

a. Mobility and offensive action are effective means of reducing the susceptibility of the force to damage by enemy action.

b. Security measures also reduce vulnerability by preventing unexpected interference by the enemy and maintaining the integrity of the force. An aggressive attack inherently provides some security.

c. Other ways to reduce vulnerability include speed of reaction to a threat and the proper use of tactical cover and deception, dispersion, cover and concealment, electronic countermeasures, counterbattery fires, and air defense means. While dispersion is employed to reduce vulnerability, it is employed only to the extent that units will remain mutually supporting in point of time and responsive to the will of the commander.

d. Measures to reduce vulnerability to one form of attack may increase vulnerability to another. For example, by dispersing to

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reduce vulnerability to nuclear attack, vulnerability to infiltration is increased.

29. Generate Maximum Combat Power

a. Combat power is a combination of the physical means available to the commander and the moral strength of his command. Tangible components are the maneuver units and fires controlled by the commander (includes supporting fires available for employment). Characterized by fire and maneuver, combat power is significant only in relation to the combat power of the opposing force. The commander seeks to generate maximum combat power from the means available to him.

b. Greater relative combat power constitutes the necessary mass for successful offensive power. Mass, so vital to producing those conditions essential to victory, is created not only by maneuvering numerically superior forces but also by recognizing and exploiting the greater relative combat power that is discovered by a thorough analysis of the situation.

c. Relative combat power of opposing forces is not necessarily directly proportional to their numerical strengths; therefore, when hostile forces are numerically superior, the commander examines all aspects of the situation to determine how greater combat power over the enemy may be developed.

d. The concept of combat power places great weight on the initiative of the commander and his ability to combine available means most effectively in a given situation. The most effective techniques for employing available manpower and modern weapons must be developod and exploited. The application of unexpected combat power is an important factor contributing to surprise.

30. Execute Continuous Reconnaissance

a. Reconnaissance is a continuing responsibility of each commander and each soldier. Active reconnaissance provides information, thereby enhancing opportunities of discovering existing enemy weaknesses and providing early warning of impending enemy countermeasures. It is directed toward the enemy, weather, terrain, and other environmental factors of the area of operations.

b. In the offense, the commander keeps himself continually informed of the progress of the attack, enemy reactions, and the situation confronting subordinate units, in order to maneuver forces most effectively and employ fires to gain his objectives.

c. In the defense, covering forces and other security elements reconnoiter to locate and report movement of the enemy.

d. Reconnaissance and security operations complement each

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other and cannot be readily separated. Effective ground and air reconnaissance provides a certain amount of security, and a security force provides information of the enemy and the area of operations.

31. Provide for Adequate Combat Service Support

Adequate and timely combat service support is essential to the successful accomplishment of any tactical mission. Detailed logistical planning for adequate supply, evacuation, and maintenance is concurrent with tactical planning and must precede the operation. During operations, personnel, logistical, and civil affairs estimates are continual and plans are implemented to maintain the fighting capabilities of combat forces.

Section III. OPERATIONS

32. Tactical Employment

a. The rifle company normally fights as part of the infantry battalion. It may be attached to other elements of the division for a particular operation, and it may operate for limited periods as a semi-independent force.

b. When operating as part of the battalion or when attached to another unit, the company operates under the direct control of the battalion commander or the commander of the unit to which it is attached. When the company operates as an independent or semi-independent force, the company commander normally receives a mission-type order and conducts the operation with little or no supervision by higher authority.

c. The rifle company must be trained to accomplish assigned missions under any condition of warfare and in variations of terrain and weather.

(1) For discussion of general considerations for nuclear and nonnuclear warfare, see FM 7–20.

(2) Operations in a toxic CBR environment must be anticipated in any future conflict. The rifle company must be prepared to operate effectively therein. CBR operations are characterized by wide area coverage with toxic chemical or biological agents and radioactive materials. Proper training and equipment will reduce the probability of mass casualties. CBR survey teams are trained in the operation of radiological and chemical detection and monitoring equipment. Standard procedures for protection against toxic chemical attack are outlined in FM

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61–100. Additional discussion of CBR operations is contained in FM 3–5, 3–12, and 21–40.

(3) For a detailed discussion of individual and unit protective measures and associated training, see FM 21–40, 21–41, and 21–48.

33. Estimate of the Situation

a. When a unit is assigned a mission, the commander must determine the best way to accomplish it. Since there is always more than one way to accomplish any mission, there must be a systematic method of selecting the course of action which offers the greatest possibility of success. The problem-solving process used to arrive at this decision is called the estimate of the situation. It is a continuous process of evaluation and revision. After making his initial estimate, the commander reviews it as the action develops to determine if he should modify or change his plan. He must make his estimate quickly and deliberately, based on the time available. A sound estimate must consider all facts bearing on the accomplishment of the mission. The sequence of the elements of the estimate listed below provides for the logical and orderly examination of all the facts, and it serves as a mental checklist to insure that nothing is overlooked. The commander should follow this sequence, no matter how quickly he makes his estimate:

(1) Mission.
(2) Situation and courses of action.
  (*a*) Factors affecting possible courses of action:
    1. Characteristics of area of operations (weather and terrain).
    2. Enemy situation and friendly situation.
  (*b*) Enemy capabilities and probable courses of action.
  (*c*) Own courses of action.
(3) Analysis of opposing courses of action.
(4) Comparison of own courses of action.
(5) Decision.

b. A discussion of steps in the estimate of the situation is contained in FM 7–15.

34. Organization for Combat

a. Definition. Organization for combat is the temporary organization for conducting a specific operation. At company level, it entails the temporary assignment of units or personnel to subordinate elements of the company. For example, antitank and mortar squads from the weapons platoon and, when attached to the company, tanks and elements of the battalion headquarters company may be attached to rifle platoons as appropriate. The

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medical aidman and the mortar observer assigned to each rifle platoon are matters of SOP and not normally specified in the task organization unless changes to the SOP are required.

b. Battalion Task Forces. A battalion task force is a temporary grouping of units, formed to provide the battalion task force commander with the number and type of units necessary to accomplish a specific mission or task. A battalion task force may be organized around an infantry battalion headquarters or a tank battalion headquarters. A battalion task force is considered balanced when it contains rifle companies (infantry, airborne, or mechanized) and tank companies in equal number. The task force is infantry heavy when it contains more infantry companies; and it is tank heavy when it contains more tank companies. For further discussion of battalion task forces, see FM 7–20.

c. Company Teams (fig. 2). A rifle company with one or more tank platoons attached, and a tank company with one or more rifle platoons attached, is called a company team. The platoon usually is the smallest maneuver element to be attached to another organization. Tanks should not be attached by sections unless terrain or other conditions prevent the effective operation of a complete tank platoon.

d. Command of Company Teams. In forming company teams, the commander of the unit to whom the attachment is made commands the attached unit. As a general rule, one platoon will not be attached to another. Coordinated action between platoons of a company team is attained by orders to each platoon leader from the team commander and by cooperation between platoons. If it is necessary to place two platoons under a single commander, the company executive officer may be used to command them.

35. Security

a. Security measures are aimed at protecting a unit by preventing surprise and giving the unit time to prepare to counter an enemy threat. They include the steps taken to prevent being surprised by ground, airborne, and air attacks; to provide early warning of chemical, biological, and radiological attack or contamination; and to protect supplies and supply installations. All commanders and leaders are responsible for the security of their units at all times, regardless of the measures taken by higher commanders.

b. Specific security measures may include the use of observation and listening posts, aerial observers in Army aircraft, patrols and security detachments (dismounted, mounted, and airmobile), warning devices, surveillance devices, and instruments to detect

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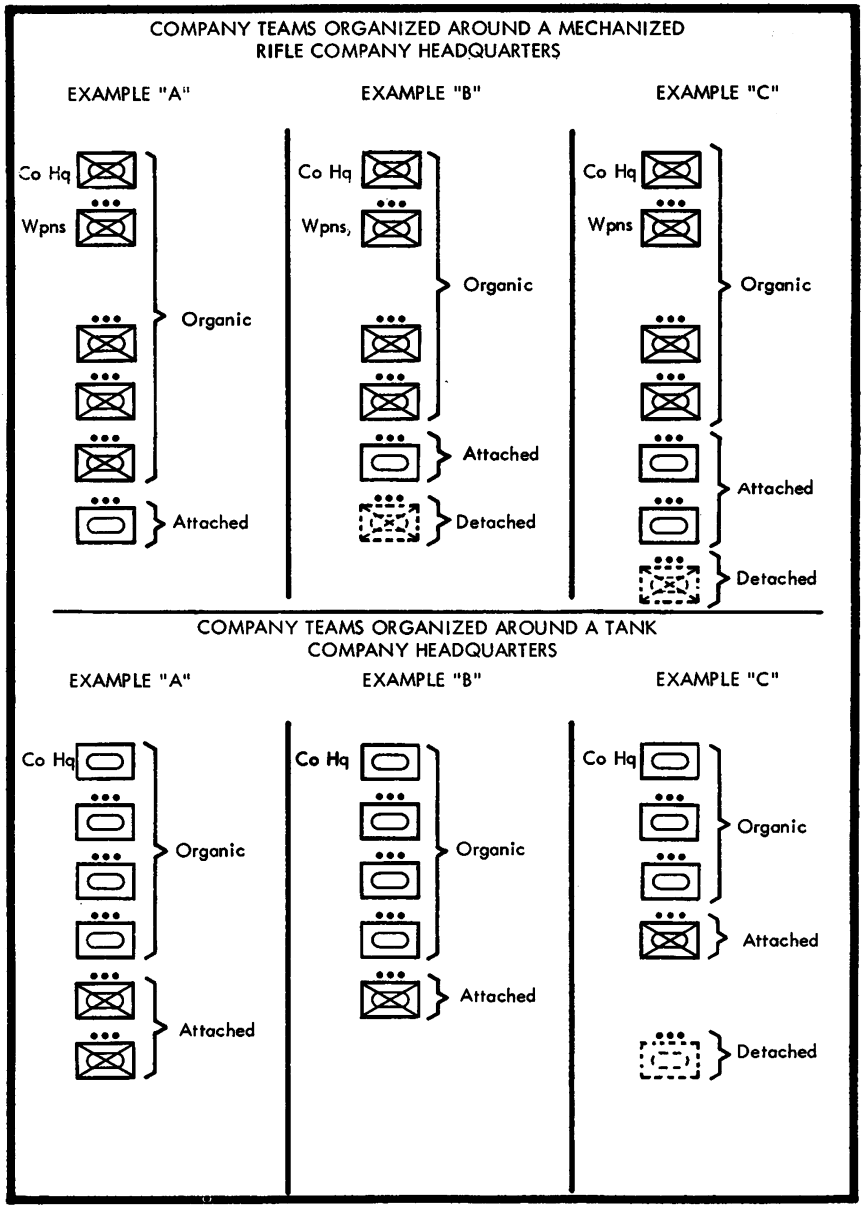

Figure 2. Examples of company teams.

radioactivity and chemical-agent contamination. Appropriate unit formations and dispositions contribute to security and minimize exposure. Security measures appropriate for various tactical operations are discussed throughout this text.

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36. Action Against Enemy Aircraft

a. The rifle company and its elements have no organic air defense means. Protection against air attacks for the company area is provided by air defense units supporting the infantry brigade or battalion.

b. The rifle company and its elements take active and passive measures to prevent detection by enemy aircraft and to minimize the effects of enemy air attacks. Passive measures include dispersion, cover and concealment, camouflage, and the establishment of an adequate warning system. Under an air attack, troops deliver all available small-arms fire on the attacking aircraft. Positively identified low-flying enemy aircraft may be taken under fire when the unit is not under direct attack, if limitations on firing at low-flying aircraft have not been imposed by the battalion commander. Against fast aircraft, the company may use a technique known as "pattern of fire" in which every individual fires his weapon in the path of the aircraft, making no attempt to track it. Against slow aircraft, counterair fire will be more effective by placing well-aimed shots on the targets. Aircraft recognition as described in FM 30–30 should be stressed in unit and individual training.

c. If machineguns organic to the company are provided with mounts which facilitate the tracking of aerial targets, machinegunners should be thoroughly trained in the techniques of tracer observation as described in FM 44–2.

Section IV. INTELLIGENCE

37. General

a. Commanders at all levels require sound knowledge of their mission, their own combat power, the area of operations, and the enemy opposing them in order to effectively plan and conduct military operations. Knowledge of his mission and his own combat power is normally readily available to the commander. On the other hand, knowledge of the area of operations and of the enemy is not as readily available and must be developed. The purpose of intelligence is to provide the commander with this knowledge.

b. Combat intelligence provides the company commander with information about the area of operations and the enemy capabilities needed by him in determining the best use of his combat power to accomplish his mission and maintain security.

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c. Intelligence is a function of command. The company commander has the responsibility for intelligence and counterintelligence activities of his company. He is responsible for insuring that his command, within the limits of its capabilities, collects, processes, and uses all pertinent information and intelligence of the weather, the terrain, and the enemy. He is also responsible for the application of adequate counterintelligence measures to insure the security of his company by detecting enemy intelligence and reconnaissance activity, denying the enemy information of friendly forces, and deceiving the enemy.

d. The company must depend upon the battalion for a large portion of the intelligence used in planning tactical operations. All companies of the battalion must furnish the S2 with as much information of the terrain and enemy as possible. There is a direct relationship between the amount of information furnished the S2 and the amount of intelligence furnished the subordinate units of the battalion.

38. Weather

a. General. Elements of the weather which concern the ground combat unit commander include temperature, winds, humidity, clouds, precipitation, and fog. These elements have a varying effect on the ability to see (visibility), the ability of the earth's surface to sustain movement (trafficability), the morale and functioning of men, the effects of special weapons, the operation of equipment, and the employment of toxic chemical agents.

b. Visibility.

(1) Visibility may be adversely affected by fog, clouds, winds, and precipitation. Fog or haze provide varying degrees of concealment from ground and air observation. In arid or snow-covered areas, strong winds often raise clouds of dust or snow which reduce visibility. Cloudiness adversely affects visibility on the ground by reducing natural light, and it limits the effective employment of aerial observation. Rain and snow usually have an adverse effect on visibility, although rain may improve visibility by washing impurities from the air. Snow on the ground can assist visibility by acting as a reflector for available light.

(2) Poor visibility normally favors the attacker by affording him a degree of concealment from the defender's observed fires and by enabling the attacker to move close to the defender's positions without detection. On the other hand, where the attacker depends to a great extent on support-

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ing air and observed artillery fire, reduced visibility may hinder his attack. Visibility is also an important consideration in troop and supply movements.

c. Trafficability. Trafficability is the ability of the earth's surface, subject to the effects of weather, to sustain movement. Precipitation is one of the most militarily significant weather elements because of its effect on soil trafficability. Extremely heavy rain often produces excessive run-off which swells or floods streams, thereby adversely affecting cross-country movement. In areas of seasonal precipitation, the cross-country trafficability of an area can change considerably with the season. Snow and sleet may hamper movement on roads in winter, often making them impassable in mountainous areas. Freezing temperature can often improve trafficability by freezing soil and the surfaces of bodies of water. Thawing may make frozen soils difficult to traverse and may damage roads with poor foundations. Wind, through its drying effect on wet soils, is a factor in improving trafficability.

d. Personnel and Equipment.

(1) Weather affects the physical well-being and morale of personnel. Physical disabilities such as heat exhaustion, frostbite, and snow blindness are caused by extreme weather conditions. Weather conditions influence the individual's level of resistance to many diseases. Prolonged exposure to extremes of temperature and humidity, to heavy or prolonged precipitation, to high winds, and to other harassing weather influences increases the physical and mental strain upon personnel. This adversely affects both morale and efficiency.

(2) Extremes of temperature have varying effects on equipment. Extreme temperature will affect functioning of firing mechanisms and various vehicle engines. Weather may cause damage or destruction to supplies and equipment. Precipitation or high humidity may cause rotting or mildewing of rubber, leather, cloth, or rope. Humid conditions with high temperatures cause rapid deterioration of some types of electrical insulating material and cause corrosion of exposed metal such as small arms and artillery pieces. Sand or dust blown by high winds can damage painted surfaces and affect operating mechanisms on equipment such as engines and weapons. Weather conditions affect the accuracy of artillery fire and the use of smoke, toxic chemical and biological agents, and fallout.

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e. Light Data.

(1) Light data pertaining to moonrise, moonset, phases of the moon, and twilight periods are not weather information. However, this information is always needed by a commander and it is customary to consider the factors of weather and light data together. The amount of available natural illumination has a significant effect on night operations. This illumination depends on the moon phase, time of moonrise and moonset, as well as the effect of weather elements.

(2) The following terms are used to describe twilight periods prior to sunrise and after sunset. The position of the sun below the horizon is given in degrees for each period:

(*a*) Beginning of Morning Nautical Twilight (BMNT), 12°E.

(*b*) Beginning of Morning Civil Twilight (BMCT), 6°E.

(*c*) End of Evening Civil Twilight (EECT), 6°W.

(*d*) End of Evening Nautical Twilight (EENT), 12°W.

(3) BMNT is the start of the period, under ideal weather conditions, when enough light emerges to allow close coordination between individuals, to conduct limited military operations, and to engage in most types of ground movement without difficulty. The period between BMNT and BMCT is known as morning nautical twilight. During the period of morning nautical twilight, visibility gradually increases to about 400 meters. As the sun reaches a point halfway between BMNT and BMCT, sufficient light becomes available for visual adjustment of close-in artillery fires and air strikes.

(4) Following sunset, the converse of the above occurs. That is, until the sun reaches a point about halfway between EECT and EENT, there remains sufficient light for visual artillery and air strike adjustment and the conduct of normal daylight operations.

(5) EENT is the time of the last available daylight for the visual conduct of limited ground operations. During evening nautical twilight, visibility and close coordination between individuals is again limited to about 400 meters.

f. Weather Forecasts. Short-period weather forecasts are normally received on a routine basis from the air-weather detachment attached to a division. These forecasts cover a period up to 48 hours, giving detailed information of weather expected to

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occur during the period. They are sufficiently reliable for use in detailed short-range planning. When weather information is not available, or distributed forecasts are inadequate to satisfy particular requirements, special weather forecasts should be requested from the battalion intelligence officer.

39. Terrain

a. General. Terrain is one of the most important factors in planning and conducting tactical operations. Terrain may allow a numerically inferior force to achieve relative superiority. Constant study of the terrain must be made by the company commander. The aspects of the terrain that are most important at any given time will depend upon the particular mission and requirements of the command concerned. In the attack, the terrain will significantly influence the disposition, employment, and control of the maneuver and fire support elements, and the selection of objectives and security measures. In the defense, the nature of the terrain is a major factor influencing the organization of the defensive sector.

b. Terrain Evaluation. Terrain is evaluated in terms of the following five military aspects to determine its effect on both the enemy and friendly forces: observation and fire, concealment and cover, obstacles, key terrain, and avenues of approach. (See FM 30–5.)

(1) *Observation and fire.*

(*a*) Recognition and use of the terrain characteristics of an area which permit observation are essential to place effective fire upon the enemy, control the maneuver of troops, and prevent surprise. The highest terrain in an area usually provides the best observation. In addition to the effect of the weather on visibility, observation may be limited, or denied, by vegetation, man-made features, and relief features. These factors must be considered in determining the extent of observation available to the enemy and to friendly forces.

(*b*) A field of fire is an area that a weapon or group of weapons can effectively cover with fire from a given position. When evaluating the effect of terrain on fields of fire, it is necessary to consider the types of weapons involved. Small arms and other direct-fire weapons require line-of-sight fire for maximum effectiveness; their fields of fire are affected by objects between the weapon and the target. Mortars can deliver fire into

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all areas within range and therefore their effectiveness is influenced primarily by cover available in the target area.

(2) *Concealment and cover.*

(*a*) Concealment is protection from observation and may be provided by such features of the terrain as woods, underbrush, snowdrifts, tall grass, and cultivated vegetation, or by the effect of the weather on visibility. Concealment from ground observation does not necessarily provide concealment from air observation or from electronic or infrared detection devices. Concealment does not necessarily provide protection from the effects of fire.

(*b*) Cover is protection from the effects of fire and may be be provided by large tree trunks, boulders, ditches, quarries, caves, river banks, folds in the ground, shell craters, buildings, walls, railroad embankments and cuts, sunken roads, and highway fills. Areas that provide protection from direct fires may not protect against the effects of indirect fire. Areas that provide protection against nonnuclear fires may not protect against the effects of nuclear weapons. Foxholes, bunkers, and tunnels provide the simplest form of effective cover from the effects of nuclear weapons. Most terrain features that offer cover also afford concealment if properly used.

(*c*) Concealment and cover are desirable for both the attack and the defense. If troops can move forward under the concealment of woods, fog, or a moonless night, the chances of surprise are greater. If troops can move protected from enemy fire by ditches, embankments, or walls, the attack will be more effective. A defender seeks to defend in an area which has cover for the defending troops and concealment for their organization of the ground, but does not offer the enemy covered approaches.

(*d*) Concealment and cover are desirable during troop movements. Routes which afford good concealment and cover reduce the vulnerability of a moving force to detection and to destruction by fire.

(3) *Obstacles.*

(*a*) An obstacle is any natural or artificial terrain feature which stops or impedes military movement. Obstacles are studied with regard to their effect on the methods

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of movement normally available to troops. Natural obstacles include rivers, streams, canals, towns, lakes, swamps, cliffs, steep slopes, dense woods, jungles, deserts, mountains, and certain types of unstable soils. Artificial obstacles are works of construction or destruction executed to stop or impede military movement. They include minefields, craters, antitank ditches, wire entanglements, roadblocks, deliberately flooded areas, areas contaminated with chemical agents, extensive rubble, forest fires, tree blowdown caused by nuclear fires, and areas contaminated with residual nuclear radioactivity.

(*b*) Obstacles, to be fully effective, usually must be covered by observation and fire. However, even undefended obstacles may channel an attacker into concentrations which are easier to detect and thus facilitate the destruction of his forces. Obstacles perpendicular to a direction of attack favor the defender by slowing the attacker, forcing him into concentrations that tend to occur while crossing obstacles, and holding him for a longer time under the effective fires of defense. Obstacles parallel to the direction of attack may interfere with lateral movement and coordination or may assist in protecting a flank of the attacking force.

(4) *Key terrain.* A terrain feature whose seizure, neutralization, retention, or control gives a marked advantage to either combatant is key terrain. Examples may include such features as a hill, ridge, bridge, defile, and built-up area. The company commander studies the key terrain features within and adjacent to his zone or sector to determine their effect on the company's operation.

(5) *Avenues of approach.*

(*a*) An avenue of approach is a route by which a force of particular size may reach an objective or key terrain feature. To be considered a favorable avenue of approach from the attacker's point of view, a route should provide for observation and fire for the attacker, afford some concealment and cover from the defender's observation and fire, avoid or exploit obstacles, use key terrain, and provide for ease of movement and enough width for dispersion of the attacking force to significantly affect the outcome of the operation. The company commander usually considers those avenues of approach adequate for at least a platoon.

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(*b*) The identification of avenues of approach is based upon an analysis of the factors of observation and fire, concealment and cover, obstacles, key terrain features, ease of movement, and maneuver spaces within the area under consideration. Selection of the best available avenue of approach for use by the friendly force based upon an analysis of these factors of terrain in conjunction with the effects of the weather. The company commander considers the enemy only after determining the best available avenue of approach provided by the terrain. While the enemy strength, location, and activity will influence the commander's final tactical decision, they must not prejudice an objective analysis of the advantages and disadvantages provided by the terrain on the available avenues of approach. Likewise, determination of the most favorable avenues of approach provided by the terrain for probable use by the enemy force must be based upon an analysis of the military aspects of terrain and not be prejudiced by considerations of friendly strength, present location, or activity.

(*c*) A terrain compartment (fig. 3) is an area bounded on two opposite sides by terrain features that limit ground observation and direct fire into the area. Terrain compartments are classified as corridors or cross compartments, depending on the direction of movement of forces operating in them. A corridor is a terrain compartment whose long axis lies parallel to the direction of movement. A cross compartment is a terrain compartment whose long axis lies perpendicular to the direction of movement. A corridor generally favors the attacking unit. It provides two types of avenues of approach: a ridge approach and a valley approach. Using a ridge approach insures control of the dominant terrain, increases observation and fields of fire, and when the movement is along the slopes, often permits some concealment and cover to be obtained. A valley approach often provides the best concealment but reduces observation and the effectiveness of fire. The use of a valley approach is dangerous unless the high ground to the flanks is controlled. A cross compartment generally favors the defending force.

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40. The Enemy

a. The third element of combat intelligence, with which the company commander is concerned—after weather and terrain—is the enemy. As with the weather and terrain, the commander seeks to determine how the enemy will affect the accomplishment of the mission. To do this, the company commander must collect information or receive information and intelligence from the S2 concerning the enemy strength, location, and activity.

(1) *Strength.* In determining enemy strength, the company commander is interested in learning the actual number and types of enemy units opposing the company and the number of personnel and weapons in these units. Other aspects of the enemy that contribute to this strength are his morale, status of supply, supporting weapons, and his probable knowledge of forces opposing him.

(2) *Location.* In determining the enemy location, the company commander seeks first to pinpoint the geographical location of the enemy units and installations and then attempts to determine the disposition of the enemy force within that location. For example, an enemy company may be located on a specific hill. It may be disposed in that location in shallow trenches, in a perimeter defense, in concrete bunkers, in a linear defense, or in other ways.

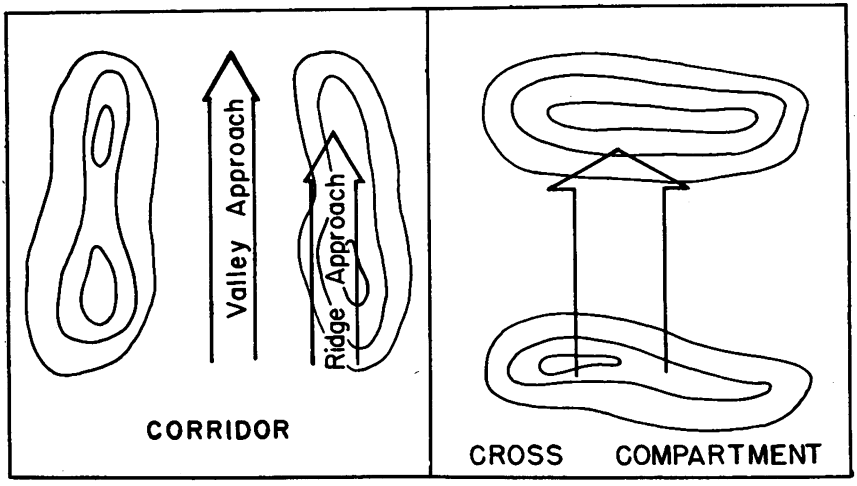

Figure 3. Terrain compartment.

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In a counterinsurgency operational environment, the enemy even may be found among the local population.

(3) *Activity.* To assess the effect of the enemy on his mission and situation, the company commander must obtain information concerning all types of enemy activity. Reports of enemy activity can come from many sources and it is essential that every man in the unit be made fully aware of the extreme importance of reporting all activity of the enemy. To be of value, all reports regarding enemy activity must, as a minimum, reveal *what* activity occurred, *where* the activity occurred, and *when* the activity occurred.

(4) *Identification.* Whenever possible, the commander should strive to identify the enemy unit. This may be accomplished by obtaining enemy vehicle markings or through interrogation of prisoners of war.

b. Information of the enemy's strength, location, and activity, when evaluated in light of knowledge of the enemy's tactical doctrine and of possible deception by the enemy, provides the basis for determining the enemy's capabilities and their probable effect upon accomplishment of the friendly mission. In arriving at conclusions as to the effect of the enemy on his mission, the company commander objectively considers these factors and does not base his conclusions on suppositions as to what the enemy "intends" to do.

c. Forward forces stress the importance of collecting enemy information. Emphasis is placed on detecting and rapidly reporting enemy forces that are profitable targets so that fires may be delivered before the forces can disperse. Units are particularly alert to detect and report any sudden enemy withdrawal, as it may indicate the enemy plans a nuclear attack.

d. The rifle company obtains information of the enemy primarily through patrolling, observation, and the use of surveillance devices organic to the battalion, and from the local population in a counterinsurgency operational environment. Information is also obtained from higher headquarters and adjacent and supporting units. Since the enemy maintains a counterintelligence effort, the company must be aggressive in its efforts to obtain enemy information. When appropriate, the company commander requests assistance, such as aerial photography, reconnaissance, or surveillance, from higher headquarters. The company is trained to report all information of the enemy, negative as well as positive. Often, the knowledge that the enemy is *not* at a certain location or is *not*

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engaged in a certain activity is as important as knowing where he is and what he is doing.

e. Patrolling is normally coordinated by battalion, and the battalion SOP usually specifies the coordination required. Even though the battalion patrol plan requires the company to perform specific patrolling missions, this does not prevent the company from conducting additional patrols for its purposes. These patrols must be coordinated with higher headquarters. (See para. 224 through 226 for detailed information on patrolling.)

f. Prisoners of war may be interrogated briefly at company level, if an interpreter is available, to obtain information of immediate tactical value to the company. Such interrogation must not unduly delay the evacuation of prisoners to higher headquarters.

g. Items of technical intelligence interest, such as captured materiel and the enemy's apparent methods, techniques, and organizations which employ it, are normally first encountered by combat troops. Such information or materiel collected by the rifle company is transmitted as expeditiously as possible through intelligence channels to higher headquarters for evaluation and exploitation. For a more complete discussion of technical intelligence, see FM 30–16.

41. Counterintelligence

a. General. The enemy recognizes the value of timely intelligence and exercises an unrelenting effort to secure it. An attempt to neutralize or destroy this enemy collection effort is called counterintelligence. At company level, counterintelligence operations consist of commonsense safeguards and security measures applicable to the situation. Counterintelligence operations are not confined to combat alone, but are implemented throughout all military operations, both tactical and administrative.

b. Counterintelligence Measures. Counterintelligence measures are those measures designed to deny information to the enemy, to detect enemy intelligence activity, and to deceive the enemy. The scope of counterintelligence operations, greatly reduced at company level, consists of implementation and supervision of counterintelligence measures directed by higher headquarters. Chief emphasis is placed upon denial operations, an area in which the company has the greatest capability. Counterintelligence measures include camouflage and concealment, sound and light discipline, communication security, and strict observation of physical security such as exclusion of civilians from the company area. Thorough policing of bivouac and assembly areas to insure

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that nothing of intelligence value has been left behind is also an important counterintelligence measure.

Section V. COMMUNICATION

42. General

a. Effective communication is essential for control of the company and its elements. The company utilizes a combination of radio, wire, messenger, visual, and sound communication to provide as many alternate means of transmitting messages as conditions will permit. (See app. V for specific communication equipment and radio and wire nets.) Within the mechanized rifle company, radio is the primary means of communication in all tactical operations, although wire may be used to augment existing radio nets. Wire can be used to advantage in assembly areas and during conduct of a defense.

b. The company commander is responsible for the installation, operation, and maintenance of the company communication system and for its efficient functioning as part of the battalion system. He insures that his subordinates are properly trained and utilized to assist him in executing his communication responsibilities. The communication chief is the principal assistant to the company commander in communication matters.

c. Leaders and operators who habitually use the company communication equipment are trained in its operation. In addition, as many others are trained in the operation of radios and telephones and the installation and maintenance of wire lines as conditions will permit. Such training in depth provides additional operator personnel required for sustained operations. Emphasis in training is placed on installation and operation of communication equipment, radiotelephone procedure, and communication security.

d. Operation orders (app. II) contain instructions pertaining to communication. These instructions include such items as the location of the commander or the command post, restrictions on the use of certain communication means, the allotment of available communication facilities, the designation of special prearranged visual or sound signals, and pertinent extracts from the SOI of higher headquarters. Throughout the operation, other instructions pertaining to communication are issued as required.

e. For additional information on communication, see FM 7–20.

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43. Use of Communication

a. Effective communication is the result of a joint effort between units concerned, even though one of these units may have primary responsibility for establishing and maintaining communication with the other(s). In the event of a communication failure, all units concerned take immediate action to locate and eliminate the trouble and continue such action until contact is regained.

b. Radios and messengers are the primary means of communication for the offense and for other operations involving rapid and extensive movement, supplemented by visual and sound signals and, when possible, by wire. Operator proficiency and discipline are required to keep radio transmission as brief as possible. Consistent with instructions from higher headquarters, plans are made for the use of alternate radio frequencies and other communication means in the event of jamming.

c. Wire and messengers are normally the primary means of communication in defense. Radio is used when wire service is interrupted, after the enemy has made contact, or when ordered by higher headquarters. Two or more wire lines are installed over different routes. Every effort is made to recover the wire when it is no longer required. During withdrawals when wire cannot be recovered, the last using unit removes sections of the wire or otherwise makes the wire system unusable. Visual and sound signals may be used to supplement wire in the defense when they will not compromise security.

d. Visual signals include organic panel sets, pyrotechnics and smoke of various types and colors, arm-and-hand signals, flashlights, tracer ammunition, and improvised lights and flags. Instructions from higher headquarters normally prescribe the use of panel sets for surface-to-air signaling and the use of pyrotechnics or smoke as signals to call for, shift, or lift fires or illumination. The unit SOP normally prescribe arm-and-hand signals and flag signals. These SOP should include basic instructions for signaling helicopters.

e. Sound signals are normally used for alarms to warn of air, CBR, or ground attack or the imminent use of nuclear weapons. Their use is usually prescribed in SOP or SSI. Whistles, horns, gongs, small arms, or other noisemakers may be used for sound signaling.

44. Communication Equipment

Specific items of communication equipment organic to the rifle

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company are listed in appropriate current TOE. Information on capabilities, operation, and maintenance of specific items is contained in applicable technical manuals of the 11-series.

Section VI. COMMAND AND CONTROL

45. Planning and Executing a Tactical Mission

a. From the time a warning order for a tactical mission is received until that mission is completed, the company commander and all subordinate leaders should follow, as closely as time permits, the orderly, logical sequence of actions referred to as troop-leading procedures (FM 7–15). These procedures insure that the best possible use is made of the available time, facilities, and personnel.

b. Once the commander has completed his initial estimate of the situation (para. 33 and FM 7–15) and has arrived at a decision, he issues an operation order. This order is normally issued orally to assembled subordinate leaders. It may be complete or fragmentary, but it should always follow the five-paragraph format (app. II).

c. Once the order is issued, the commander must actively supervise its execution. He must control the operation. Success in combat demands control of all of the combat power available to the commander. Control, as used in this section, refers to all means available to, and used by, the commander to enhance unit responsiveness. The use of the term "control" does not preclude freedom of action on the part of subordinate leaders; rather, initiative and resourcefulness on the part of subordinate leaders, encouraged during training and utilized in combat, increase control.

46. Future Operations

The nature of future operations will necessitate frequent use of mission-type orders. Radio will remain the principal means available to the commander for control of maneuver and fire support. Reliable alternate means of control and communication will be essential. Use of electronic command and control means must *not* detract from the mobility of the unit. Greater reliance will be placed on man-portable communications that can go where the infantry goes. This will become more important with the increase in airmobile operations. Aircraft will continue as an important command and control means. Increased use of this means will be apparent down to company level.

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CHAPTER 3
OFFENSE

Section I. GENERAL

47. Mission

a. The mission of the rifle company in offensive action is to close with the enemy by means of fire and maneuver in order to destroy or capture him.

b. For details of rifle platoon missions, see FM 7–15.

c. The mission of the weapons platoon is to furnish close and continuous indirect fire support and to provide antitank protection for the company. Additionally, the antitank section of the weapons platoon may provide assault fire support against point targets.

48. Fundamentals of Offensive Tactics

The fundamentals of offensive tactics are the general rules which evolved as commanders applied the principles of war to accomplish offensive missions. The fundamentals do not replace the principles of war, but rather adapt the application of the principles to current doctrine, organization, and state of the art of war.

a. Gain and Maintain Contact. This fundamental of offensive tactics is applicable when a force is not in contact with the enemy or when the enemy is attempting to move toward or away from the force.

b. Develop the Situation. Developing the situation is closely allied to gaining and maintaining contact and consists of those actions necessary to determine the strength, location, composition, and disposition of the enemy that has been encountered. A commander must know what he is fighting.

c. Exploit Known Enemy Weakness. In situations created by opposing maneuvering forces, each seeking a tactical advantage, the commander avoids enemy strength and reacts with maximum speed to take advantage of known enemy weaknesses to enhance success. Weakness from faulty dispositions, poor morale, insufficient support, or tactical error, as well a weakness in numerical strength, should be exploited.

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d. Seize or Control Key Terrain. The successful accomplishment of the offensive mission is often dependent upon the early control or neutralization of key terrain. However, to be an advantage, the possession of key terrain must be exploited.

e. Retain the Initiative. A paramount objective of the commander in the offense is to seize and retain the initiative.

f. Neutralize Enemy Capability To React. Every effort is made to disrupt and neutralize the enemy's capability to react to the commander's tactical dispositions and maneuver. Isolation of the battlefield and destruction of, or interference with, enemy support and reinforcement actions reduce his responsiveness, reduce risk, enhance the security of friendly forces, and assist in gaining and retaining the initiative.

g. Advance by Fire and Maneuver. The attack is characterized by fire and maneuver, combined and controlled to create a preponderance of combat power that culminates in a powerful and violent assault in the decisive area.

h. Maintain the Momentum of the Attack. Once the attack is launched, every effort is made to gain and maintain momentum until the objective is secured; flexibility and speed in the employment of combat power are paramount.

i. Concentrate Superior Combat Power at the Decisive Time and Place. Successful offensive action requires the massing of superior combat power at the decisive place and time and the rapid application of this power to destroy the enemy.

j. Exploit Success. Because combat power is relative, commanders exploit any information, tactical success, or advantage that accrues during the attack. Speed of action and reserve combat power are required.

k. Provide for the Security and Integrity of the Force. Security is necessary whether a force is in bivouac, on the march, or in combat. All units are responsible for their own security, regardless of the security provided by other units.

49. Employment of the Rifle Company

The battalion commander assigns a specific mission(s) to the company and designates attached and/or supporting units. The mission of an attacking rifle company is usually expressed in terms of terrain objectives to be seized. The battalion commander assigns the company either a zone of action, an axis of advance, a direction of attack, or a combination of these. The company may be all or part of the battalion reserve. To close with and

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destroy the enemy, the company utilizes all available supporting fires. Rapid maneuver, dispersion, and the use of tactical surprise will reduce the effectiveness of enemy fires. The company may attack on foot, in carriers, or from aircraft or amphibious assault craft. See FM 7–20 for the company's role in battalion operations and FM 7–15 for employment of the rifle platoon.

50. Forms of Maneuver

a. General.

(1) The basic forms of offensive maneuver are the penetration and the envelopment. The frontal attack is a variation of the penetration; a double envelopment and a turning movement are variations of the envelopment. The distinction in the form of maneuver exists primarily in the intent of the commander since subordinate elements may use all the forms of maneuver in the attack. Infiltration is a technique of movement used in conjunction with the several forms of maneuver. The exploitation is an offensive operation which may follow a successful penetration or envelopment. The pursuit is an extension of a successful exploitation.

(2) Within its resources, the company will normally conduct an envelopment or frontal attack. A planned penetration is seldom feasible. However, a frontal attack may develop into a penetration. The company does not normally conduct the turning movement, but may participate in this form of maneuver as part of a larger unit, particularly when mechanized or conducting airmobile, airborne, or amphibious operations.

b. Frontal Attack.

(1) The purpose of a frontal attack is to overrun and destroy a weaker enemy; or as part of another form of maneuver being executed by a higher echelon, the purpose of a frontal attack is to engage and fix an enemy force to prevent it from interfering with the main attack. Although from the company viewpoint a frontal attack strikes the enemy generally along his entire front, it does not require that the attacking platoons be employed on line.

(2) The frontal attack is commonly employed in the exploitation and pursuit. The frontal attack may be employed by the fixing forces in a turning movement or envelopment. It may also be employed when conducting a feint.

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(3) In an attack against prepared defensive positions, the penetration offers greater chance of success than does the frontal attack; however, the company is limited in its capability to execute a penetration. If a planned frontal attack is successful in causing a rupture in forward defensive positions, it may result in a company penetration.

c. Envelopment.

(1) In an envelopment, the main attack passes around or over the enemy to seize objectives which prevent the escape of the enemy and facilitate the destruction of his forces in their present position. In its movement to the objective, the enveloping force avoids enemy strength and is assisted by a supporting attack(s) which fixes the enemy in place. The envelopment causes the enemy to fight in two directions simultaneously.

(2) Ground envelopment requires that the enemy have an assailable flank, that an assailable flank can be created by fires, or that the enemy dispositions permit infiltration of his position.

(3) The envelopment is facilitated by relatively superior mobility, by surprise, and by accurate intelligence of enemy dispositions. Variations of the envelopment are the double envelopment and the aerial (vertical) envelopment.

(4) In the double envelopment, the attacker seeks to pass simultaneously around both flanks of the enemy. The attacking force must employ superior combat power and mobility with precise coordination and timing. Deficiency in any of these details may subject the attacking force to defeat in detail. Because of its size, the company will seldom conduct a double envelopment as a company maneuver, but may participate in one as part of a larger force.

(5) Aerial (vertical) envelopment requires that enemy air defense fires be suppressed, or that enemy dispositions and capabilities be unable to materially interfere with the flight of the airborne force.

(6) When a choice is available, the single envelopment is usually the preferred form of maneuver for the company. In conducting an envelopment, the company employs a platoon(s) to fix the enemy in position while the enveloping force (another platoon(s)), utilizing an assailable

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flank of the enemy, maneuvers and attacks the rear of the enemy position.

d. The Penetration. The purpose of the penetration is to disrupt the continuity of the enemy defense, divide his forces, and defeat them in detail. The company penetration is accomplished in three phases: rupturing the enemy line of forward platoon defensive positions within the company zone (usually by one platoon), widening the gap and holding the shoulders, and seizing objectives which destroy the continuity of the enemy defense. These phases are not necessarily separate and may overlap as part of a continuous operation. The main attack is designed to cause the rupture of the enemy forward platoon defensive positions. Other forces are then committed as necessary to widen the breach (supporting attack), to protect the flanks and rear (reserve), and/or to seize or assist in seizure of the penetration objective. The company penetration objective will normally include key terrain at least at a depth at which the enemy forward company reserve positions are located. *The penetration objective may be an intermediate objective for the operation.*

Section II. PREPARATION FOR THE ATTACK

51. Actions of Leaders

a. Actions of the Company Commander.

(1) The company commander normally receives a battalion warning order which permits early planning and the initiation of preparations for the attack. The warning order is usually fragmentary and may contain such information as the time of attack, mission objectives, preliminary plan for employment of elements of the battalion, information pertaining to the issuance of the battalion attack order, and administrative instructions necessary for proper preparation. The company commander, in turn, normally issues a warning order to his subordinates.

(2) In highly mobile operations, the company commander will seldom receive a written operations order. Objectives, control measures, time of attack, attachments, combat support, and combat service support provisions may be issued by simple overlays, or a prearranged map-code system. Many details found in a written order, particularly combat support and combat service support, become routine in combat and need not be included in every attack order. The commander's primary concerns

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are locations, times, and attachments. Although the attack order may be completely oral, it must include all the *necessary* detail found in the written operations order. In this situation, when tentative planning is limited, *one purpose of the informal attack order is to assure all commanders of adequate time for terrain and map reconnaissance.*

(3) When a written battalion attack order is to be issued, the company commander decides who will accompany him when he goes to receive the order. He normally takes with him the weapons platoon leader, artillery FO, leaders or representatives of other attached or supporting units, and a radiotelephone operator. This group makes appropriate leaders or their representatives immediately available to the company commander after receipt of the order to assist him in formulating his plan of attack.

(4) The plan of attack consists of a scheme of maneuver and a plan of fire support. These are interrelated and developed concurrently. In developing his plan of attack, the company commander keeps in mind the accomplishment of his mission in the shortest possible time and with the fewest casualties. He strives to develop a plan which is simple yet complete, provides for flexibility, achieves surprise, directs the major effort against the principal objective(s), and minimizes the vulnerability of the company to nuclear and nonnuclear fires and to CBR attack. For information concerning protection against nuclear attack, see FM 21–40 and 21–41.

(5) In formulating his plan of attack, the company commander must insure that it is simple and thoroughly understood.

b. Actions of the Rifle Platoon Leader. The platoon leader normally receives from the company commander the warning order which gives him fragmentary information and instructions. If a complete company attack order is to be issued, the warning order will specify the time and place to report to receive the company order. Based on this information, the platoon leader issues his warning order to his subordinates, starts the platoon preparations, and begins his estimate of the situation. When appropriate, the platoon leader, accompanied by one man to act as a guide, reports to receive the company attack order. The platoon sergeant and/or squad leaders may also accompany him when it appears

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their assistance will be needed for reconnaissance and coordination. In the absence of the platoon leader, the platoon sergeant or senior squad leader supervises platoon preparations for the attack. For a more detailed discussion of the actions of the rifle platoon leader and squad leader, see FM 7–15.

c. Actions of the Weapons Platoon Leader.

(1) Upon receipt of the battalion warning order, the company commander may direct the weapons platoon leader to accompany him on his reconnaissance, to conduct a separate reconnaissance, or to accompany him to receive the battalion attack order. Based upon the battalion attack order, the company commander's concept for the attack, and his own reconnaissance, the weapons platoon leader decides what recommendations to make on the employment of his platoon. His recommendations are also based upon probable targets, available ammunition, and artillery or other available fire support. If general or direct support appears to be feasible, he prepares recommendations on general position areas, disposition of FO, methods of displacement (para. 69), and targets (para. 63). During his reconnaissance, the platoon leader makes a thorough terrain analysis. When time permits, he selects principal directions of fire for the antitank section and general firing position areas for the antitank squads and mortar section, subject to the company commander's approval of his recommendations. If time is short, more reliance must be placed on section and squad leaders to position their weapons and support the attack.

(2) If the company order attaches a weapons squad(s) of the weapons platoon to a rifle platoon, the weapons platoon leader insures that the leader of that squad(s) reports to the rifle platoon leader as soon as possible.

(3) When time permits, the weapons platoon leader makes an additional reconnaissance after the company attack order is issued. He issues his attack order as soon as possible, giving the section and squad leaders maximum time to make their preparations. Whenever possible, he orients his leaders from a terrain vantage point. If he cannot do this, he uses a map, or a sketch on paper or the ground. In addition to other information, his order includes the method of employment of each squad and, if in general or direct support, the general position areas, disposition of the mortar FO, principal directions of fire

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and targets for the antitank squads, and tentative plans for displacement.

(4) The section and squad leaders, in turn, reconnoiter, select exact firing positions, and coordinate with rifle platoon leaders to learn what routes the rifle platoons will use.

(5) When a squad of the weapons platoon is attached to a rifle platoon, the squad leader may make recommendations to the rifle platoon leader on the employment of his squad, to include the general position area, targets, and plans for displacement. The rifle platoon leader controls the squad.

(6) As soon as possible, the platoon leader (assisted by the platoon sergeant and the fire direction computers) prepares a plan (when time permits, in overlay form) of mortar fires to support the attack. This plan is given to the FO and to the company commander, generally with enough copies to issue one to each rifle platoon leader and one to be forwarded to battalion.

(7) When an overlay fire plan cannot be prepared, the weapons platoon leader and artillery FO coordinate their capabilities and recommend to the company commander appropriate fire distribution and priority to support the attack. When the commander makes his decision, the final plan is relayed to the battalion for final coordination and integration into the battalion fire plan.

52. Preparation of the Company for the Attack

a. Prior to the attack, the company may occupy an assembly area which is normally designated by the battalion commander. In the assembly area, elements of the company are dispersed to the maximum extent practicable to reduce vulnerability to enemy fires. Elements of the company are disposed to provide all-round defense; security is posted to prevent surprise by enemy ground or air action; and antitank weapons are positioned to provide protection against enemy armor attack. The assembly area should be a defensible position and advantage is taken of available concealment and cover; maximum use is made of camouflage.

b. Normally, the preparations for the attack are completed while the company is in the assembly area. These preparations include reconnoitering, formulating plans, and issuing orders, as well as the following:

(1) Additional ammunition is drawn and distributed.

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(2) Units attached to the rifle company may join the company.

(3) Weapons, vehicles, equipment, and personnel are checked for readiness. Vehicles are fueled and lubricated as necessary.

(4) Equipment not needed for the attack is collected and stacked for a later pickup, or placed on supply vehicles.

(5) Extra or special equipment needed for the operation is obtained and issued. These may include explosives, pyrotechniques, and engineer equipment.

(6) Troops are allowed to rest to the maximum extent possible consistent with security, briefing, and preparations for the attack.

(7) Maps or map substitutes are prepared and issued to subordinate leaders including, as a minimum, platoon and attached unit leaders.

(8) Organic vehicles join their respective units as required.

(9) Communication equipment is checked for serviceability, and necessary frequencies and call signs are issued together with any special communication instructions.

(10) Specialized training and rehearsals are conducted as required.

Section III. PLANNING THE ATTACK

53. General

a. The plan of attack includes a scheme of maneuver (para. 54) and a plan of fire support (para. 63).

b. Sound and swift planning for the attack is important since improperly conceived plans or delays increase the vulnerability of the company and jeopardize chances for success. Emphasis is on speed and aggressiveness. The time available for planning may be short; therefore, the company commander and subordinate leaders must make maximum use of the logical steps and thought-processes incorporated into the estimate of the situation (para. 33) and troop-leading procedure. In training, it is desirable to be more deliberate and detailed, but in combat each leader must know his mission and capabilities in order to minimize detailed orders.

54. Scheme of Maneuver

a. The scheme of maneuver is the plan for the placement and

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movement of maneuver elements to accomplish the mission. The company maneuver elements are the rifle platoons, and tank platoons when attached. The company commander formulates the scheme of maneuver by designating the main and supporting attacks, the direction in which they are to attack, the objectives to be seized, and employment of the reserve.

b. Each maneuver element is given a specific mission prescribing its role in the scheme of maneuver. Missions assigned to attacking platoons are usually in terms of terrain objectives to be seized. The company commander gives his platoon leaders maximum freedom of action consistent with the overall plan.

c. In determining the scheme of maneuver, the company commander considers his means of mobility.

55. Tactical Control Measures

Control measures are utilized to insure teamwork and coordination between supporting fires and maneuver units. They minimize the possibility of defeat in detail by insuring the controlled application of combat power.

a. Time of Attack. The time of attack is usually prescribed in the battalion order. It is the time when the leading element of the attacking companies must cross the LD. In conjunction with the LD, the time of attack assures the commander that his attacking elements and fire support units are coordinated at the beginning of the attack.

b. Assembly Areas. An assembly area is an area in which a command assembles preparatory to further action. Within the battalion assembly area(s), the battalion commander designates dispersed company assembly areas where orders are issued, maintenance and supply are accomplished, and the organization for combat is completed. Assembly areas should provide concealment, dispersion, suitable routes forward, and security from ground or air attack. When possible, they should be beyond the effective range of the bulk of enemy artillery.

c. Attack Position. An attack position is the last concealed and covered position short of the LD which is occupied by elements of the company to allow final coordination and to deploy in the initial attack formation. On many occasions, the attack position need not be used; however, it should be designated. It will frequently coincide with the company defensive position or assembly area. Any unnecessary delay in an attack position needlessly exposes the unit to enemy fires and may reduce the degree of surprise which could otherwise be achieved.

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(1) A halt in the attack position is made only when final preparations cannot be completed in the assembly area or on the move.

(2) The attack position is normally selected by the company commander, except when close control by the battalion commander is required, as in a limited-visibility attack or attack of a riverline. Desirably, an attack position offers concealment and cover from enemy observation and direct fire, is easily recognized on the ground, and is large enough to accommodate the company, adequately dispersed, in the initial attack formation.

d. Line of Departure.

(1) An LD is a line designated to coordinate the beginning of an attack. It should be easily recognized on the ground, generally perpendicular to the direction of attack, under control of friendly units, and not under enemy direct fire or observation. For units not in contact, an LD is normally prescribed for their employment based upon terrain. When the LD cannot be fixed on terrain, the line of contact (LC) may be designated as the LD.

(2) In some instances, the LD specified by the battalion commander may be unsuitable for elements of the company. When this occurs, the company commander may select and use a company LD short of the battalion LD, but the company *must* cross the battalion LD at the time specified in the battalion order.

(3) If the LD is the line held by another unit already in contact with the enemy, coordination is required to insure the uninterrupted passage of lines in order to minimize the time that a remunerative nuclear target is presented. Speed and secrecy are emphasized. When possible, plans are made for the attacking elements to be guided through gaps between friendly forces in contact on the forward edge of the battle area (FEBA).

e. Boundaries.

(1) Boundaries are used to guide the forward advance of companies in the attack and to control the fires and lateral maneuver of adjacent units. Boundaries are normally drawn along terrain features easily recognized on the ground, such as rivers, valleys, roads, or woodlines. They are situated so that key terrain features and avenues of approach are inclusive to one unit. A boundary should extend beyond an objective at least to the depth necessary

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for coordination of fires in the seizure and consolidation of the objective. Boundaries are normally extended from the line of contact rearward to the extent necessary to provide control and include command and administrative installations. Where the rearward projection of the boundary stops defines the rear limit of the unit area of responsibility.

(2) Boundaries between platoons may or may not be designated by the company commander in an offensive operation. In most situations, the company commander is able to observe closely and control adequately his attacking platoons, precluding the need for boundaries. When a zone of action is assigned, each platoon leader must coordinate his scheme of maneuver with adjacent units.

(3) Platoon boundaries are used when:

(*a*) Terrain, light, and weather conditions may severely reduce the commander's ability to observe and control his attacking platoons. A clear understanding of the boundaries prescribed is required.

(*b*) Coordination of fires of two adjacent units would be facilitated.

(*c*) There is a requirement to control converging forces.

(4) Units may move and fire temporarily across boundaries but only after coordination with the adjacent commander and after notifying the next higher commander.

f. Axis of Advance.

(1) An axis of advance indicates the general direction of attack for a unit. It should follow the well-defined terrain features of an avenue of approach, such as a series of ridgelines, hilltops, or roads extending to the objective area. It should not encompass impassable terrain. The commander attacks along his assigned axis as rapidly as conditions permit and does not allow small enemy forces to delay the advance to, and seizure of, the objective. The commander may maneuver his troops and place his fires freely to either side of the axis, as necessary, to avoid obstacles, to engage the enemy, or to bypass enemy forces of such strength as not to threaten his security or jeopardize the accomplishment of his mission. The commander insures that such deviation does not interfere with adjacent units, and that his units remain oriented on the objectives. Bypassed enemy forces are reported to higher headquarters.

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(2) An axis of advance may be used within a battalion zone of action to more closely control the general location of a subordinate company within its assigned zone of action.

(3) A commander need not employ his unit in a single column on his assigned axis of advance. He may retain the assigned axis on which to employ his main attack, while designating an adjacent axis for a supporting attack; or he may designate two axes which generally parallel the assigned axis. In assigning additional axes of advance, care must be taken to minimize the possibility of interference with adjacent units and avoid defeat in detail.

(4) An axis of advance is seldom assigned by the company commander to his platoons. This control measure is most frequently used when a certain approach facilitates seizure of a deep objective; in operations against light, disorganized, or discontinuous enemy resistance; and when the need for a closely coordinated attack does not exist.

g. Direction of Attack. A direction of attack is a specific direction which the main attack or center of mass of the unit will follow. The terrain along the direction of attack must be cleared of effective enemy resistance. Because of its restrictive nature, a direction of attack is normally used only when a commander must maintain close control over the maneuver of subordinate elements to accomplish a closely coordinated scheme of maneuver. It is often used to designate the direction of a counterattack.

h. Checkpoint. A checkpoint is an easily identified point on the terrain designated to control movement or as a reference point for reporting the location of friendly units or other information (enemy activity, obstacles etc.). It may be used in the clear to report the location of units or to designate targets for supporting weapons. The company commander may designate as checkpoints those terrain features to which rapid reference may be required during the conduct of the attack. For simplicity, the number of checkpoints designated is held to a minimum consistent with anticipated needs.

i. Contact Point. A contact point is a point on the terrain where two or more units are required to make physical or visual contact. Points are seldom designated by the company commander for use during the attack, except as required after seizure of the objective for coordination during consolidation.

j. Phase Line. A phase line is a line utilized for control and

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coordination. Units report arrival at (and sometimes clearance of) phase lines, but do not halt unless so ordered. It should be located on an easily recognized terrain feature extending across the zone of action such as a ridge or tree line, stream, or road. A phase line may be used to control unit movement, to limit the advance of attacking elements, and to control fires.

k. Final Coordination Line. A final coordination line may be used before the assault against the enemy position to coordinate the lifting and shifting of supporting fires and to insure the deployment of the attacking echelon before the assault against the enemy position. It is located as close to enemy positions on the objective as attacking troops can move before becoming dangerously exposed to friendly supporting fires. (Because of the dispersion characteristics of large caliber fires, this is approximately 100–150 meters. However, this distance may be reduced if terrain permits, or if the commander determines that fewer casualties will be suffered if the attacking echelon moves closer to the enemy positions under cover of supporting fires, as in the case of an assault against well-prepared defensive position.) The final coordination line also should be recognizable on the ground. *Ideally, it should have concealment and cover.*

(1) When enemy positions are known and supporting fires can be carefully planned, the company commander may select a tentative final coordination line while planning the attack. He normally selects a tentative final coordination line only for those objectives on which a coordinated assault by two or more platoons is planned, leaving the selection of other final coordination lines to the platoon leaders.

(2) Often, a final coordination line cannot be selected ahead of time. It may be selected or changed during the attack. If the commander has previously designated a tentative final coordination line, he determines whether or not the existing situation permits its use. If a tentative final coordination line has not been prescribed prior to commencing the attack, the commander will designate one at the earliest possible time in order that coordination may be made in preparing for the assault. He may do this by referring to previously designated checkpoints or phase lines or by specific reference to identifiable terrain features. When the tentative final coordination line is selected, or changed, all attacking echelons and fire support units must be immediately notified.

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l. Intermediate Objectives. The company commander may assign intermediate objectives to platoons. Only the minimum number necessary are designated since their seizure may slow the attack, restrict maneuver, and cause excessive massing. A terrain feature may be designated as an intermediate objective under the following conditions:

(1) Its occupation by the enemy will interfere with the progress of the attack.

(2) It is anticipated that prolonged and difficult combat on or about it will be necessary before the company can proceed to its final objective.

(3) Seizing it would facilitate control of subordinate units where observation is limited or where, for any other reason, difficulty in control can be anticipated.

(4) It is needed for positioning subordinate units and weapons to insure close coordination of an attack by more than one platoon against a strong enemy position.

m. Objectives. The company objective is usually a key terrain feature, or area, or an enemy force. It is normally assigned by higher headquarters; however, when not explicitly stated, the company commander may determine the objective by analysis of his stated mission. When seizure or destruction of the company objective requires the employment of more than one platoon, the objective is clearly divided into platoon objectives to delineate responsibility. Based on his estimate of the situation, the company commander, when he deems it necessary to divide his assigned objective, directs the main attack toward the decisive terrain or positions, and he directs supporting attacks toward objectives which contribute to the overall accomplishment of the assigned mission.

(1) Objectives may be:

(*a*) Terrain or positions which dominate all or the major portion of the company zone or axis of advance and which, if occupied by the enemy, would jeopardize the accomplishment of the mission.

(*b*) Terrain on which difficult combat is anticipated, indicating a need for a period of reorganization.

(*c*) Terrain from which a subsequent coordinated attack will be launched.

(*d*) Terrain required for purposes of control, as in areas where observation is limited or where distances involved required displacement of supporting weapons.

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(*e*) Known enemy positions which, in the commander's estimation, are critical to the enemy's defense of the area.

(2) Platoon objectives should have as many of the following characteristics as possible:

(*a*) They should be easily recognized on the ground.

(*b*) They should provide for convergence of effort.

(*c*) They should be within effective range of company mortars.

(*d*) They should be neither too wide nor too deep to be controlled by the platoon after seizure. (Normally, the platoon seizes the dominant portion of the objective in its assault.)

(3) The number of objectives selected should be the minimum required to accomplish the mission and facilitate coordination and control.

56. Base Platoon

To facilitate control during the attack, a base platoon may be designated. Other platoons move in relation to the base platoon. In cases where more than one platoon is participating in the assault, a base platoon is normally designated for use during that phase of the attack. Platoons, in turn, may designate base squads.

57. Zone of Action

a. A zone of action is an area of operation. Normally, it is the terrain between two boundaries with the forward and rearward limits of the boundaries specifying the forward and rearward limits of the zone. A zone of action for a unit should provide adequate maneuver space for subordinate elements of that unit and be commensurate in size with their capabilities. When operating with an exposed flank, frequently no boundary is used on that flank. In such cases, the commander concerned considers that the width of his zone extends in the direction of the exposed flank as far as necessary to accomplish his mission and to provide for the security of his forces. Normally, this will not project beyond his area of influence, i.e, the effective range of his organic weapons.

b. Zones of action are assigned when close coordination and cooperation between adjacent units are required, or when the missions of units require a clear delineation of areas of responsibility, such as when the area must be cleared of the enemy as the attack progresses. When clearance of the zone is intended, orders to the units concerned must clearly specify this requirement.

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c. When assigned a zone, the commander is responsible for all military operations conducted within the zone except those specifically assumed by higher headquarters. He is free to fire and maneuver his units within the zone to accomplish his mission. The commander is responsible for locating and destroying all enemy in his zone, consistent with the accomplishment of his mission, and to the extent necessary to provide for the security of his command. When the engagement of enemy located in his zone would detract from accomplishment of the mission, the commander reports this fact to the next higher headquarters. Known enemy units whose strength or location may threaten the success of his operation or that of the higher echelon are *not* bypassed without authority of the higher commander.

58. Employment of Units

a. In formulating his scheme of maneuver, the company commander determines how he will employ his platoons and attachments.

b. During his estimate of the situation, the company commander selects the key terrain to be seized. He then determines how he will employ his units, to include the designation of units making the main and supporting attacks, the terrain each will seize, the direction(s) in which they will attack, and the use of his reserve. He will utilize as many platoons and as much fire support as necessary (or available) to insure accomplishment of the mission. This determination of the scheme of maneuver and use of firepower results in one of the following formations for the company attack:

(1) *One platoon in the attack and two platoons in reserve.* This provides limited firepower to the front but a strong reserve. This formation may be appropriate when information of the enemy is vague; when the company has one or both flanks exposed; when only a single, narrow avenue of approach is available; or when attacking to seize a deep objective, as in mechanized operations and a pursuit or exploitation.

(2) *Two platoons in the attack and one platoon in reserve.* This provides adequate firepower to the front consistent with retaining a reserve large enough to influence the action. This formation may be appropriate for mechanized or foot attack when relatively detailed information of the enemy is available.

(3) *Three platoons in the attack.* This provides maximum firepower to the front but no reserve with which to influ-

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ence the action. This formation may be appropriate when a wide area must be cleared rapidly or when the feasibility of using a reserve is limited, as in a limited-visibility attack or attack of a riverline.

59. Use of Company Reserve

a. The reserve is that portion of the rifle company withheld from action at the beginning of an engagement for employment at the decisive moment. It is employed (para. 70) to insure the success of an attack or to maintain momentum of an attack. The company commander must be aware of the limited speed with consequent longer deployment time in committing a *dismounted* reserve. The reserve may be ordered to accomplish, or be prepared to accomplish, other specific tasks. Appropriate tasks may include one or more of the following:

(1) *Protect one or both flanks of the company.* Normally, this is done with flank combat patrols. The company commander usually prescribes the size of these patrols, usually of squad strength, and he may control their movement. The entire reserve may be echeloned to protect the exposed flank.

(2) *Maintain contact with adjacent units.* The size and actions of connecting elements are normally prescribed by the company commander. Control may be exercised by either the company commander or the reserve platoon leader.

(3) *Attack from a new direction.* The company commander commits his reserve to maintain or regain momentum of the attack, maneuvering the reserve against the enemy flank or rear.

(4) *Execute the mission of the attacking platoon(s).* If the attacking echelon, or a portion of it, has become disorganized or ineffective because of heavy casualties, the reserve may replace it. The commander should commit the reserve in a new direction rather than through the disorganized element, if at all possible.

(5) *Clear a position of enemy which have been overrun or bypassed by the attacking echelon.*

(6) *Protect the reorganization and consolidation of the attack echelon.* The reserve may be employed in whole or in part to protect a flank, to complete a company perimeter, to install protective minefields, to establish an outpost, or to patrol to the front and flanks of the attacking echelon during reorganization and consolidation.

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(7) *Assist the assault echelon with the firepower of its weapons squad.* The machineguns and antitank weapons of the reserve unit may be placed along the LD to support the attack within their capabilities by firing at enemy positions, personnel, and/or armor on the objectives or along the route of the assault echelon. The weapons squad should revert to the support of the reserve platoon when needed.

b. The reserve is positioned where it can best perform its assigned mission(s).

(1) The company commander prescribes the initial location(s). It is often in a concealed and covered area a short distance back of the LD, but the assignment of certain reserve missions may dictate other locations for it. The commander plans subsequent, easily identified locations to keep the reserve far enough forward to be available immediately to influence the action. The reserve usually displaces from one location to another on order of the company commander.

(2) The company commander may place all or part of his reserve in the zone of the rifle platoon expected to make the best progress, or he may echelon all or part of it toward an exposed flank. If there is a large gap between attacking platoons, he may have the reserve follow between them.

60. Security

a. Security measures in the attack are designed to protect the company by providing sufficient warning to permit reaction time to counter the enemy threat. The company commander is responsible for security against enemy air and ground action. The degree of security that a commander deems necessary is dependent on the probable need, degree of threat, and proximity of adjacent friendly units. In turn, leaders of each element of the company are responsible for the security measures prior to the attack to prevent the enemy from determining the time and place of attack and to cover the company preparation prior to the attack. During the attack, security is gained by effective employment and positioning of forces, by rapid and aggressive movement, by controlling key terrain, by use of fire, and by exploitation of all surveillance means; assignment of surveillance areas is an effective means of insuring all-round security.

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b. The company may attack with one or both flanks exposed. To insure security for his company in such situations, the commander may position all or part of his reserve to protect an exposed flank, use combat patrols to protect it and/or plan fires to cover likely avenues of approach into the flank.

c. Connecting elements from the company or reconnaissance units, which periodically report the location of the flank of adjacent units, and aerial observers add a degree of security by providing the company commander with information regarding the situation on the flank. These means, however, are no more effective than their communication links.

d. The close-in security of the command post is normally provided by personnel of the command post under the supervision of the executive officer. The security of the command post is increased when it is located near reserve elements of weapons positions.

e. Air defense means may be attached to the company. Provision must be made to properly site air defense weapons in the company area and a simple plan or SOP devised to assure continuous air watch. (See FM 44–1.)

61. Reorganization and Consolidation

a. The company commander anticipates the reorganization and consolidation which will be required after seizure of an objective (para. 71). Specific instructions regarding the consolidation on the objective are announced in the attack order, as the company commander considers appropriate. Planning in this respect is necessarily tentative; consolidation plans are changed as necessary upon seizure of the objective.

b. Reorganization is the restoration of order in a unit. It is accomplished by restoring the chain of command, if lost; accounting for and replacing casualties, if possible; reassigning men, if necessary; replenishing or redistributing ammunition; and performing other actions necessary to prepare the unit for further operations against the enemy. The plan for reorganization includes such items as special instructions regarding ammunition resupply; vehicular movement, reporting of casualties, and the movement and general location of the command post.

c. Consolidation is the organizing and strengthening of a newly captured position to secure it against an enemy counterattack. Enemy counterattacks should be habitually considered and planned for. The plan for consolidation includes the responsibilities of rifle platoons for securing assigned areas; the designation of general position areas and missions for organic and attached weapons and

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tanks; security measures; and the use of patrols to maintain contact with the enemy. The plan may also include designation of contact points between forward platoons to delineate areas of platoon responsibility and to indicate where fires will be coordinated.

62. Continuation of the Attack

a. The company commander should anticipate the possibility of a limited attack to exploit success after reaching the objective. When the attack is to be continued beyond the initial objective, the commander makes a preliminary plan for it while making his plan for the initial attack. He includes as much of the plan for the continuation of the attack as practicable in the initial company attack order.

b. The preliminary plan for continuation of the attack is based on a detailed map and aerial photograph study, ground or air reconnaissance, and instructions and intelligence received from the battalion commander. Preliminary planning reduces the time required for reconnaissance and other troop-leading steps after seizure of the initial objective. The plan includes the employment of the rifle platoons and attached tanks, any anticipated changes in formation or attachments, the employment of supporting weapons, and new missions to be assigned the reserve.

63. Fire Support Planning

a. The plan of fire support supports the scheme of maneuver (para. 54) and is developed concurrently and in as much detail as time will allow. It represents the company commander's decision on the use of all available fires, including those of organic, attached, and supporting weapons. This plan includes specific and probable targets to be taken under fire, time of delivery of fire, duration of fire, types of fires and weapons to be used, means of communication, and tentative time for displacement, where applicable. The plan is based on the company commander's scheme of maneuver, information received from battalion, information of the enemy and the terrain, and recommendations of fire support unit leaders or their representatives.

b. The artillery FO is normally the company commander's principal assistant in fire planning. He makes recommendations on the use and availability of supporting fires and, if appropriate, air strikes and naval gunfire. Based upon the company commander's decision, the FO forwards initial requests for fires to the artillery liaison officer located at battalion and informs the company com-

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mander of available fires. Other individuals who assist the company commander in fire planning are the weapons platoon leader and leaders or representatives of attached or direct support units. They make recommendations on the use of fires of their units. Leaders of organic and attached units also make recommendations concerning position areas and methods of displacement for their units.

c. In developing his fire plan, the company commander considers such items as the nature of the target(s), effects desired, weapons capabilities, and availability of ammunition. In general, he plans fires to neutralize known and suspected enemy positions to permit the rapid movement of maneuver elements to seize and consolidate the objective. These fires may be planned as either scheduled fires or on-call fires. Often, the fires available cannot effectively engage all known or suspected enemy positions simultaneously. Consequently, the company commander must decide which enemy positions are likely to have the greatest effect on the accomplishment of the mission during various phases of attack and must plan his fires to neutralize them at appropriate times. He may plan on-call fires to cover likely avenues of approach into the flanks of the company and to support the consolidation of the objective. The plan of fire support normally provides the greatest concentration of fire on enemy positions on the objective just prior to the assault.

d. The company commander is notified of the approval or disapproval of the fire requests he submits to higher headquarters. He changes his fire plan as required to compensate for the support requests that are disapproved.

e. Fire support from a unit in contact may be made available to an attacking rifle company passing through or around its position. After coordination, the attacking company commander integrates the additional supporting fires into his company fire plan.

f. The company commander insures that communication is adequate to control fires during the attack. Control measures should include code designation of on-call concentrations, radiotelephone brevity codes, and visual signals to be used in shifting, lifting, or calling for fires, as appropriate.

g. The company commander may assign the reserve platoon(s) the mission of supporting the attacking platoon(s) by machinegun and recoilless rifle (para. 59). When he assigns such a mission, the company commander normally designates initial position areas and targets for the machineguns and the recoilless rifles. In addition, he will normally assign principal directions of fire to the recoilless rifles, within their capabilities. These principal direc-

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tions of fire will be designated to cover the most likely avenues of approach for enemy armor within or into the company zone of action, as appropriate.

h. Smoke can be used effectively to reduce hostile observation and conceal the attacker's maneuver, to mark targets, and as visual signals. Because the use of smoke must be approved by the highest echelon affected by the smoke, the company commander coordinates its use with the battalion commander.

i. Toxic chemical fires are authorized and coordinated by higher headquarters. Portable or mechanized flame support may be provided. The company commander integrates the flame support into his fire plan.

j. Close air support may be furnished to the rifle company on an immediate-request or planned basis. Planned requests for support of the company scheme of maneuver are submitted to the battalion S3 Air. Immediate air strikes may be obtained against targets of opportunity by requests through command channels to the battalion S3 Air, or through the artillery FO.

k. The company commander's responsibility for planning and employment of nuclear weapons is the same as for any other fire support means available to him. Decisions concerning the employment of nuclear weapons are subject to restrictions imposed by the battalion commander. When surface or subsurface bursts of nuclear weapons are authorized by appropriate higher authority, tactical advantage or disadvantage may accrue to the company through the radioactive fallout which occurs. Careful consideration as to results expected (crater obstacles and tree blowdown) and possibilities of exposure must be weighed. The company commander must insure that nuclear and nonnuclear fires are completely integrated. He does this whether the nuclear fires are specifically requested by him or are planned and directed by higher headquarters.

64. Employment of Organic and Attached Weapons

a. The company mortar section is employed in general support whenever centralized control will permit delivery of fires in support of all or the major portion of the company throughout the zone or along the axis of advance. The determining factors are assigned depth and frontages and the range of the weapons. FO of the weapons platoon are routinely assigned to each rifle platoon, but they may be positioned as directed by the company commander (para. 69).

b. The antitank section is employed in general support when-

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ever centralized control, frontages, and range will permit the squads to provide antitank protection for the company or, if appropriate, close fire support for the attacking platoons. Considerations in determining the method of employment include the ability of the company commander to control the section throughout the attack and the ability of the section to move rapidly throughout the area of operations to meet any armor threat.

c. The company commander employs attached fire support units in general support whenever the mobility of these units, the capabilities of their weapons, and control considerations permit them to provide the desired fire support under centralized control. For additional discussion of fire support planning, coordination, and employment, to include a detailed discussion of the employment of the Davy Crockett, see FM 7–20.

Section IV. CONDUCT OF THE ATTACK

65. General

a. Once launched, the attack is conducted aggressively until the objective is seized. Attacking units move forward as rapidly as possible, keeping the enemy off balance and allowing him no time to react. Enemy weaknesses are exploited whenever detected. Leaders at all echelons retain flexibility of action and exhibit initiative, altering plans as required by the situation.

b. The company commander goes where he can best influence the action of the company. He makes maximum use of the chain of command within his company to insure efficient operation and control. He makes a continuing analysis of his situation relative to that of the enemy and is alert to the possible courses of action open to him when new and changing situations occur. He remains constantly abreast of the situation and keeps his subordinates and the battalion commander informed at all times. When a situation develops which is clearly beyond the capability of the company, the company commander requests assistance from the battalion commander.

c. The company commander influences the action by the control and efficient use of his supporting fires, by his personal leadership, and by the timely and efficient employment of his reserve.

d. This section is applicable to the infantry and airborne rifle company only.

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66. Movement From the Assembly Area or Reserve Position to Line of Departure

a. When movement of the company forward from the assembly area or reserve position occurs, it is frequently made under control of the executive officer who acts on the company commander's instructions. The platoons may be under the command of the platoon sergeant or senior squad leader for this movement. Departure from the assembly area is timed so that the movement to and across the LD will be continuous or, if an attack position is used, so the company will arrive at the attack position at the appropriate time (para. 55). The order of march prescribed should facilitate deployment into the initial attack formation on the move or occupation of the attack position, as appropriate. Multiple routes forward may be used to facilitate deployment while on the move. Weapon elements may precede the remainder of the company in order to occupy firing positions.

b. If an attack position is used, it is occupied briefly. Platoons accomplish security and occupy assigned areas generally in their initial attack formations. Final preparations for the attack are completed. Movement from the attack position is timed so that the leading elements of the company cross the LD at the prescribed time.

c. If the company is to pass through a unit already in contact, the movement should be made rapidly and with the greatest possible secrecy to minimize vulnerability to a nuclear attack. Responsibility for the zone normally is transferred from the unit in contact to the attacking company at the time of attack.

67. Movement From the Line of Departure to the Final Coordination Line

a. Using the concealment and cover provided by the terrain and the protection afforded by supporting fires, the attacking platoons move rapidly toward their assigned objectives. Some units will be able to advance while others are slowed down. If an attacking platoon is subjected to intense small-arms fire before launching its assault, the platoon returns fire and requests supporting fires to help neutralize the enemy position. Depending upon the mission, the platoon may bypass the neutralized enemy position and continue toward its objective, or it may employ fire and movement to eliminate the enemy resistance. (See FM 7–15 for a discussion of platoon fire and maneuver and fire and movement.) If the attacking echelon is subjected to artillery or mortar

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fire, it moves rapidly through or around the impact areas. Platoons not stopped by enemy fire continue forward even though adjacent units are halted. This advance may outflank enemy resistance holding up adjacent units, making it possible for flanking fires to be delivered against the enemy and for other elements to maneuver against his flank or rear. The application of fire alone normally results in a stalled attack and unnecessary casualties.

b. The company commander keeps abreast of the progress of the attack by his presence, observation, and radio contact with his platoon leaders. Throughout the attack he closely coordinates the movement of his attacking echelon and the fires of supporting weapons. To save time, maintain momentum, and reduce casualties, he keeps the attack progressing rapidly under the protection of supporting fires. He displaces the reserve to keep it close enough to the attacking echelon to be committed rapidly (para. 59). He anticipates situations requiring the commitment of the reserve and develops plans for its future employment (para. 70). If flank security requirements change during the attack, he orders the necessary adjustment. Based on recommendations of leaders of supporting units, he approves the displacement of weapons in general support to maintain continuous fire support. He orders the displacement of the command post to facilitate effective control.

c. Strong enemy action may slow or halt the advance in spite of the use of all available supporting fires and the commitment of the reserve. In this situation, the company may consolidate the ground already seized and continue to place fire on the enemy. The company commander notifies the battalion commander. No withdrawal is made except on orders of the battalion commander. The company commander will continue attempts to maneuver elements to strike the enemy flanks and rear and accomplish his mission. Every effort is made to overcome the resistance rapidly to permit resumption of the advance.

d. As the attacking echelon approaches the final coordination line (para. 55), supporting fires on the enemy position increase in intensity.

68. Movement From the Final Coordination Line to the Objective

a. The attacking echelon completes its deployment so that, when it crosses the final coordination line, it will be in a formation to conduct an assault. In some situations, the attacking troops may be momentarily halted so that deployment may be completed and all elements cross the final coordination line simultaneously. If

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such a halt is required, it will be accomplished short of the final coordination line so that supporting fires can continue on the enemy position.

b. When deployment is completed, the attacking echelon crosses the final coordination line and supporting fires dangerous to the troops are lifted or shifted while others continue to fall on the enemy position. The assault troops, together with supporting direct fire weapons, increase the intensity of their fires in order to maintain fire superiority over the enemy. This lifting or shifting of the supporting fires, normally controlled by the company commander, must be coordinated closely with the advance of the attacking troops. The commander is assisted in this by reports and signals from his platoon leaders and by his own observation of the attack. As the fires of direct fire weapons become masked by the attacking troops, they are shifted by the gunners to predesignated or opportune targets.

c. The successful movement of the assault echelon is dependent upon the effectiveness of supporting fires and volume and distribution of assault fires. Enemy resistance may dictate an advance by fire and movement. The enemy position(s) offering the most effective resistance must be singled out by platoon and section leaders as individual objectives.

d. Fire and maneuver of the attacking echelons are utilized until assault-fire techniques are employed. This condition cannot be predetermined but may occur at any time between the LD and the enemy position. When possible, the final coordination line should be selected to preclude assault fire before crossing the line. Riflemen move rapidly to close with the enemy, firing aimed or well-directed shots either from the shoulder or underarm position, at locations in their zone of advance that could conceivably contain an enemy. This phase of the assault is characterized by the volume and accuracy of fire and violence of action. It is designed to fix the enemy and keep him down until the riflemen can close with and kill or capture him. Machineguns of each attacking platoon may be employed in the assault. In this role, they are normally carried in the underarm position for weapon control and accuracy of fire; however, they may be fired from the shoulder for maximum accuracy upon appearance of well-defined targets. The gunners will direct their fires primarily at known or suspected enemy crew-served weapons positions. The grenadiers fire well-directed shots using the pointing technique, or they fire well-aimed shots at point targets that appear on the objective. The grenadiers fire as rapidly as possible, distributing their fires over that portion

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of the objective corresponding to their position in the assault formation. Squad automatic rifles fire in short bursts, covering the squad front. Grenade launchers, hand grenades, and flamethrowers may be used to overcome pockets of resistance, such as bunkers. Squad and platoon leaders must maintain the tempo of advance and fire, as they may be the most critical moment of the attack.

e. The assaulting troops, having closed with the enemy, clear the enemy positions and move over the objective far enough to place fire on any withdrawing elements and to protect against counterattack.

f. Control of the assaulting elements of the company is exercised as follows:

(1) The company commander locates himself where he can best influence the action. This may be with one of the assaulting platoons or at a vantage point.

(2) In cases where more than one platoon is participating in the assault, a base platoon may be designated. Platoons may in turn designate base squads.

(3) Since the units must be prepared to protect against counterattack and/or to resume the attack after the objective is seized, all leaders insure that individuals do not waste ammunition during the assault by indiscriminate firing.

(4) All leaders insure that a heavy volume of accurate fire covers the objective, and that the assault moves forward aggressively. As the noise and confusion of battle normally make control by voice difficult, leaders often have to move to critical points of action where they can make certain their commands are understood and carried out. It is at this time that planned pyrotechnic signals may be utilized effectively.

g. For a detailed discussion of conduct of the assault under varying conditions, see FM 7–15.

69. Employment of the Weapons Platoon

a. General.

(1) During the attack, the weapons platoon leader locates himself where he can assist the company commander. He may remain with or near the company commander, or he may go where he can best observe the advance of the attacking platoons and control the employment and dis-

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placement of his elements simultaneously. The platoon sergeant performs such duties as the platoon leader directs. He normally accomplishes or supervises ammunition resupply. The antitank weapon in the weapons platoon headquarters is used to provide protection.

(2) Throughout the attack, the weapons platoon leader makes recommendations to the company commander concerning the employment of the weapons. He recommends the method and time for displacement, changes in the method of employment of elements of the platoon as required by changes in the situation, and the best way to utilize the fires. He keeps the company commander informed of the status of ammunition supply, especially when hand-carry of mortar ammunition is involved. When the weapons platoon is sufficiently proficient, its functioning should be routine and only necessary orders are issued to meet changing situations.

(3) During the attack, radio is the principal means of communication. It may be supplemented by wire, messenger, and other means whenever possible. The mortar squad is provided with an additional radio so it can maintain continuous communication during displacement.

(4) The weapons platoon leader specifies how and where ammunition will be resupplied to the squads, based on the company plan. (A primary duty of the platoon sergeant is the supervision of this resupply.) The company commander may use some of the weapons platoon vehicles to establish the company trains. Depending on vehicle availability, the platoon ammunition may be resupplied by one or more of the following means:

(*a*) Platoon vehicles may be used to carry ammunition to the squad.

(*b*) A trailer loaded with ammunition may be placed at the mortar position to be replaced with a full trailer as it becomes empty.

(*c*) In exceptional cases, the antitank squads may secure ammunition directly from the company trains, using their organic vehicles.

(*d*) The platoon may use carrying parties.

(*e*) Vehicles under company control may distribute ammunition directly to the squads.

b. Antitank Section.

(1) *Control.* The antitank section leader may take his orders from either the company commander or the weapons

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platoon leader. (The section should require minimum supervision and aggressively seek to accomplish its mission.) If an antitank squad is attached to a rifle platoon, the squad leader takes orders from the rifle platoon leader. In a general support role, the antitank squads operate in the company command net.

(2) *Targets.* The primary target for the recoilless rifle is enemy armor. If the antitank squad is firing in close support of a rifle platoon and an enemy tank appears, the squad leader immediately takes the enemy tank under fire. In a close support assault role, the squad will engage point targets such as crew-served weapons, small groups of enemy personnel, and bunkers or pillboxes.

(3) *Selection of firing positions.* The antitank squads are normally employed individually. They are placed to cover likely enemy armor approaches into the company zone or along the axis of advance, or to permit close fire support for the attacking platoons. If possible, primary positions are selected which will permit the squads to provide both antitank protection and close fire support. Positions that permit flanking and oblique fires on enemy armor are desirable. It is also desirable that the positions provide partial defilade for both vehicle and crew. Alternate and supplementary positions are preselected along the route of attack.

(4) *Occupation of firing positions.* The antitank section moves from the assembly area from previous firing positions and occupies new firing positions early enough to support the advance. The squad leader designates the exact position as well as how the position is to be occupied. A route should be selected which permits the position to be occupied free from enemy observation. Positions that must be occupied under enemy observation are occupied at the last possible moment.

(5) *Displacement.* The antitank squads displace on order or when they can no longer accomplish their assigned mission from their initial positions. Both squads may displace at the same time to support the lead elements of the company, or one of the squads may displace while the other remains in position to provide antitank protection for the company flanks and rear. Displacement is made by vehicle over planned routes. The antitank section leader insures that he has a maximum load of ammunition on vehicles before starting his displacement.

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c. Company Mortar Section.

(1) *General.* When the mortar section is employed in general support, it normally fires from one centrally located position area with one FDC. When a mortar squad is attached to a rifle platoon, one FO, one radiotelephone operator, and one fire direction computer accompany it so it can establish its own FDC. An attached squad normally relies on wire for communication between the FO and the mortar position.

(2) *Targets.* The mortars generally engage area targets. The most effective fire is observed fire, but during periods of poor visibility, the FDC can place fire by computing data from maps or by adjusting from previously fired concentrations.

(3) *Selection of firing position.* The information required for selecting the mortar position can be obtained from a map, a terrain reconnaissance, and, for displacement, from information from FO parties accompanying the attacking platoons. The following factors should be considered:

(*a*) The mortar position is normally well forward in the attack to take advantage of the greater accuracy of the mortar at short ranges and to provide fires for as long as possible without displacing. Initial or intermediate objectives should be within effective close support range of the mortars.

(*b*) The position should allow mortar coverage of all rifle platoon objectives and the key terrain features between, and to the flanks of, these objectives.

(*c*) The position should be in defilade and should give mask and overhead clearance that will allow the mortar to fire at minimum and maximum elevations.

(*d*) Routes of supply should be short, covered, and concealed, and should permit vehicular movement into the firing position if possible.

(*e*) Alternate and forward positions are selected. Movement to them is ordered by the platoon leader (or in his absence, the section leader) when enemy fire threatens the mortars and crews. Supplementary positions are also selected to permit coverage of areas which cannot be covered from primary or alternate positions. The company commander is notified when a

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move to alternate or supplementary positions is necessary.

(*f*) A position should allow adequate dispersion between mortars.

(4) *Occupation of firing position.*

(*a*) The mortar section moves from the assembly area or from previous positions in time to occupy the new firing position and, if possible, register the mortars before the attack. The platoon leader may start the section moving before issuing his attack order; the determining factors are the distance involved and the time required for initial preparation of positions.

(*b*) The mortar section usually moves by vehicle to the new firing position. Upon occupation, vehicles are dispersed in a concealed and covered area nearby or released to company control, as appropriate. When the terrain and enemy action prevent vehicular movement, the mortars and ammunition must be hand-carried; the mortar squads cannot do this alone and maintain their fires, so arrangements must be made to obtain assistance. The mortars are emplaced; the squad leaders are given initial firing data and one mortar is designated as base mortar to which all other mortars are then laid parallel. Mask clearance is checked prior to firing. When the squads are ready to fire, the company commander and/or FO are notified.

(5) *Forward observers.* There are three FO parties in the mortar section, each consisting of an FO and a radiotelephone operator. One FO party is normally assigned to each of the attacking rifle platoons; otherwise, the FO parties are positioned as directed by the company commander. One party may accompany the company commander or be assigned to the reserve. Before the attack, the FO establishes an observation post from which he can make an initial registration of planned fires. During the attack, the FO party remains with or near the leader of the rifle platoon to which it is assigned.

(6) *Fire direction center.* When the mortar section is employed in general support, the fire direction computers establish and operate an FDC at or near the mortar firing positions. It is normally close enough to the mortars to allow commands to be given by voice. Nevertheless, wire equipment is available for the estab-

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lishment of a wire system between the FDC and the mortar position. The FDC receives fire requests, computes the data, and sends fire commands to the mortars. The platoon leader, section leader, or the senior fire direction computer decides the number of weapons to be used and the number of rounds to be fired for each request.

(7) *Displacement.* Displacement is by vehicle when the terrain, enemy situation, and availability of vehicles will permit. There are three methods of displacing the mortar section when it is employed in general support:

(*a*) *Three echelons.* This method is used when time is available since it permits two squads to be continually in position ready to fire. One squad displaces with enough men to establish a new FDC. The second squad begins displacement when the first squad is ready to fire. The third squad displaces when the second squad is ready to fire.

(*b*) *Two echelons.* When displacement is begun while fire missions are numerous, only one squad displaces initially; when fire missions are few, two squads displace initially. In either case, enough men accompany the initial echelon to establish a new FDC. This method is faster than displacement by three echelons and still enables the mortars to provide continuous fire support.

(*c*) *One echelon.* This method involves the displacement of the entire section at one time. This is the least desirable method of displacement because it does not permit the mortars to provide continuous fire support. It should not be utilized unless adequate artillery support is assured.

70. Employment of the Company Reserve

a. The commander commits his reserve (para. 59) to insure accomplishment of the mission. He uses it to maintain the momentum of the attack by exploiting an advantage gained by the attacking echelon. Preferably, he commits it against enemy weakness rather than against enemy strength.

b. When the reserve consists of more than one platoon, the company commander commits only as much of the reserve as is required to accomplish a specific mission. He commits the entire reserve when necessary to achieve decisive results.

c. During the attack, the company commander keeps the reserve platoon leader(s) informed of plans for anticipated employment of the reserve.

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d. When the commander commits his reserve, he immediately informs the battalion commander and reconstitutes a reserve as soon as possible.

71. Reorganization and Consolidation

a. The company commander reports the seizure of the objective to the battalion commander. Consolidation starts as soon as the objective has been seized. Units should have a routine established to facilitate organization on the objective. The company commander personally coordinates and supervises the consolidation of his unit and attachments on the objective. He assigns locations and specific areas of responsibility to his maneuver platoons, designating contact points to facilitate coordination between these units; further, he deploys supporting weapons and plans fires. These actions are designed to defeat an enemy counterattack. If appropriate, the company commander prepares to continue the attack to exploit his success.

b. Reorganization is continuous throughout the attack. It includes the spot assignment of leaders and gunners to replace casualties, maintenance of the command chain, and redistribution of ammunition. During reorganization after seizure of the objective, the situation, strength, and ammunition status of the company are reported to the battalion commander. Flamethrowers are reserviced. Ammunition is brought forward and issued, and casualties are evacuated. Prisoners are sent to collecting points, and enemy information and material is collected and reported.

c. During the consolidation, organic and attached weapons are moved forward rapidly and integrated into the overall plan for the defense of the objective area. Possible routes of enemy counterattack are covered by both direct and indirect fires.

d. To prevent surprise, patrols operate to the front and flanks to maintain contact with the enemy and adjacent units. Battalion surveillance means may be moved forward and integrated in the company security plan.

e. The company commander may use his reserve in the consolidation by positioning it to block an exposed flank or to extend the depth of the defense. The reserve may be employed temporarily forward of the objective to provide security during consolidation or to kill or capture the fleeing enemy.

72. Continuation of the Attack

When the attack is to be continued beyond the initial objective, the halt on the initial objective is as short as possible consistent

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with orders from the battalion commander. Having previously made a tentative plan for continuing the attack, the company commander makes a hasty reconnaissance and, using the information acquired, adjusts his tentative plan and issues fragmentary orders for continuation of the attack.

Section V. EMPLOYMENT OF ATTACHED TANKS

73. General

a. One or more tank platoons may be attached to a rifle company for offensive operations. Since a tank platoon generally operates more effectively as a unit, the rifle company commander normally employs an attached tank platoon as a unit under company control.

b. Aided by the recommendations and technical advice of the tank platoon leader(s), the rifle company commander decides how the tanks and infantry will move in relation to each other.

c. The company commander as a combined arms team leader must insure mutual support and teamwork between tanks and infantry. Infantry and armor leaders at all echelons closely coordinate their plans of action. The tanks assist the infantry by destroying enemy armor and weapons positions and by breaching lanes through barbed wire and antipersonnel minefields. The infantry assists the tanks by locating and destroying enemy tank-hunter teams and antitank weapons positions and by breaching or locating routes through or around obstacles. During the conduct of the attack, tank commanders and infantrymen communicate by radio, visual signals, personal contact, and the external interphone on the rear of the tank. The tanks and infantry must carefully coordinate the use of radio communication.

d. When available, tanks should be utilized with infantry in the attack principally as a maneuver element or a base-of-fire element, or a combination of both. (See also para. 78 through 89.)

74. Methods of Attack Employed by the Infantry Rifle Company and Tanks

There are three general methods of employing the infantry rifle company and tanks together in the attack. (Portions of this paragraph and paragraph 75 also apply to the mechanized rifle company when dismounted for action with tanks.)

a. Converging Routes. Tanks and infantry (dismounted) move on separate routes which converge on the objective (fig. 4). In this

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Figure 4. Dismounted infantry and tanks attacking on converging routes.

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method, the infantry moves over the terrain most suitable for their employment, while the tanks move over the terrain most suitable for their employment. Normally, the tanks initially support by fire the movement of the infantry and then close on the objective in time to join the infantry in the assault.

b. Same Route. Tanks and infantry on foot close on the objective using the same route (fig. 5). This may be accomplished in one of two ways:

(1) *Different speeds.* Tanks initially support by fire the movement of the infantry and then close on the objective in time to join the infantry in the assault.

(2) *Same speed.* Tanks and infantry advance together at the same speed. This technique is normally employed when there are no positions from which tanks can initially support by fire or when there is an increased need for close mutual support between the tanks and infantry. The infantry may move slightly in advance of, between, or immediately to the rear of the tanks depending upon the terrain and enemy situation.

c. Tanks Support by Fire Only. When terrain or enemy-emplaced obstacles prevent tanks from closing on the objective, they may be required to support by fire only (fig. 6). This method is the least desirable since it does not take maximum advantage of the mobility, shock effect, and combat power of the tanks. As soon as the obstacle is breached or a suitable bypass is located, the tanks should rejoin the attacking infantry as rapidly as possible.

75. Conduct of the Assault

a. A coordinated assault by tanks and infantry is normally conducted in one of the following ways:

(1) When enemy positions on the objective can be neutralized by time fires, the tanks may precede the infantry onto the objective under cover of these fires. The supporting fires are then shifted or lifted to permit the infantry to assault closely behind the tanks.

(2) When enemy positions on the objective cannot be neutralized by time fires, the tanks may join the infantry at the final coordination line. Supporting fires are then lifted or shifted, and the infantry and tanks assault together. The infantry moves immediately to the rear of the tanks to permit close mutual support without masking the tank fires.

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Figure 5. Dismounted infantry and tanks attacking together.

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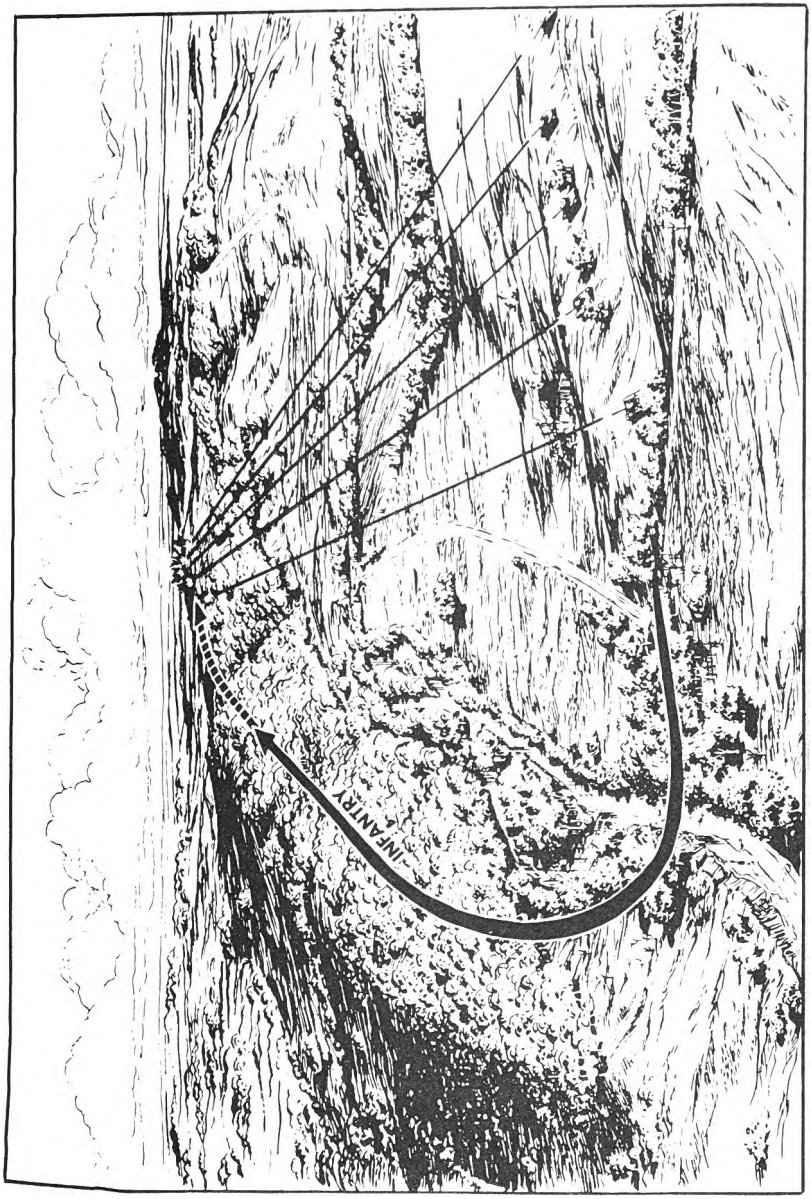

Figure 6. Tanks supporting by fire only.

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b. When the tanks support by fire initially, careful timing is required in moving the tanks forward in order to prevent either tanks or infantry from halting at the final coordination line.

76. Infantry Riding Tanks

When tanks and infantry must advance rapidly, infantrymen may ride on the tank decks. This technique of movement is effective when trying to regain contact with the enemy, when exploiting the effects of nuclear weapons, or when the terrain and the enemy situation indicate that fewer casualties will result from rapid movement than from a dismounted advance. Infantrymen mounted on tanks, however, are extremely vulnerable to all types of fire, and their presence reduces the maneuverability and firepower of the tanks. The infantrymen must dismount as soon as they come under effective fire, and *care must be taken to avoid ambush.*

77. Reorganization and Consolidation

In completing the assault, the tanks move aggressively through the depth of the objective and take up hull-defilade positions where they can cover likely enemy armor approaches and aid the infantry in repelling counterattacks. The company attack order designates tentative position areas for the tanks for the consolidation. The tanks are resupplied with fuel and ammunition as required either on the position or in a covered area immediately to the rear. If enemy fire prevents resupply of the tanks on position, they move to the rear individually or by section to accomplish resupply and then return. Crews perform maintenance as the situation permits.

Section VI. MECHANIZED RIFLE COMPANY IN THE ATTACK

78. General

a. This section deals with variations of doctrine peculiar to the mechanized rifle company. The mechanized rifle company may attack either mounted or dismounted. The mobility of the mechanized rifle company enables it to respond rapidly to changing tactical situations and exploit successes. Dismounted operations are conducted against well-prepared, strongly defended enemy positions. In contrast, mounted operations include attacks against light or discontinuous enemy resistance and the exploitation of the success of other units or the effects of nuclear and toxic chemical weapons. Mounted operations facilitate the employment of reserves to exploit successes. (See FM 7–20 for the rifle company as part of a battalion in a mounted attack; see FM 7–15 for the rifle platoon in mechanized operations.)

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b. For purposes of discussion in this section, a mounted attack is one in which attacking rifle platoons are mounted in carriers for any part of their movement forward of the LD.

c. In a mounted attack, the mechanized rifle company has all the rifle platoons and the mortar squads mounted in carriers. The carriers increase the battlefield mobility of the company and afford it a degree of armor protection. (For a discussion of the characteristics, capabilities, and limitations of carriers, see FM 55–37.) In planning the attack, the company commander must make every effort to capitalize on the mobility of the carrier while at the same time reducing its exposure to enemy antitank fire.

d. The techniques in planning and the techniques and tactics for conducting the attack described in paragraphs 73 through 77 generally apply to a mechanized attack, mounted or dismounted.

79. Terrain Considerations

Tracked vehicles operate most effectively over rolling terrain, where their cross-country mobility may be used to the best advantage. In areas where mobility is restricted such as in woods and towns, troops may have to dismount to provide protection against enemy tank-hunter teams. Terrain obstacles are considered not only with respect to tracked vehicles, but also with respect to wheeled vehicles that carry supporting weapons.

80. Enemy Considerations

Enemy defenses have a considerable effect on the selection of routes and on the ability to move mounted in the attack. Enemy armor, antitank defenses, emplacements having overhead cover, and artificial obstacles are particularly important. Airburst artillery and mortar fires are ineffective against personnel with overhead cover, so mounted movement in proximity to covered positions is not normally practicable unless effective ground-burst fire support is available. Enemy armor, antitank defenses, and obstacles may preclude or restrict mounted movement forward of the LD until the enemy defenses are destroyed or neutralized by supporting fires or dismounted action. Against hastily prepared positions with weak antitank defenses, mounted movement may be practicable all the way to the objective. Smoke may be used on enemy positions to extend the mounted portion of the attack.

81. Control

a. General. The mechanized attack is controlled primarily by radio and visual means, augmented as necessary by motor messen-

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ger. Each carrier is equipped with a radio and intercom set. Unit SOP may contain detailed instructions on the use of visual signals, including arm-and-hand or flag signals, panels, pyrotechnics, smoke grenades, and smoke streamers.

b. Control Measures.

(1) In a mounted attack, units normally occupy the attack position, if at all, for the shortest possible time; preferably, units move through the attack position deployed in combat formations without halting.

(2) In a dismounted attack, the mechanized rifle company uses the same control measures discussed in paragraph 55.

(3) The main advantage of a mounted attack is the capability of rapid, protected advance. Since the use of intermediate objectives tends to slow an attack, they are designated less frequently for a mounted attack than for a dismounted attack, and are rarely used. *Coded* checkpoints and phase lines are particularly useful when it is likely that fire support elements will not be able to keep up with the attacking echelon. The need for the close and continuous support of these elements must be weighed carefully against the advantages which might result from the rapid, uninterrupted advance of the attacking echelon.

(4) The company commander may select a tentative dismount area(s) forward of the LD for his attacking echelon. The dismount area may be short of the final coordination line, at the final coordination line, or on the objective. It should be concealed and covered if possible, and it should be as far forward as the terrain and the enemy situation permit. In selecting the dismount area, the company commander estimates how far forward his attacking echelon can move mounted before becoming excessively vulnerable to the enemy. He also considers the protection afforded by attached tanks, supporting fires (including time fire over the advancing carriers), the terrain, and the effects of nuclear weapons on enemy defensive positions. The tentative dismount area selected during the planning stage of the attack may be changed during the attack as required. Normally, the dismount area is located on the objective only when tanks are attached to the company and when enemy strength is effectively neutralized by fire.

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Figure 7. Mounted infantry and tanks advancing in line formations.

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1. WHEN TANKS HAVE MOVED FROM HILL "B" AND ARE IN FIRING POSITION ON HILL "A"
2. CARRIERS MOVE FROM DEFILADE BEHIND HILL "B" TO DEFILADE BEHIND HILL "A"
HILL A
HILL B
1
2

Figure 8. Mounted infantry following tanks by bounds.

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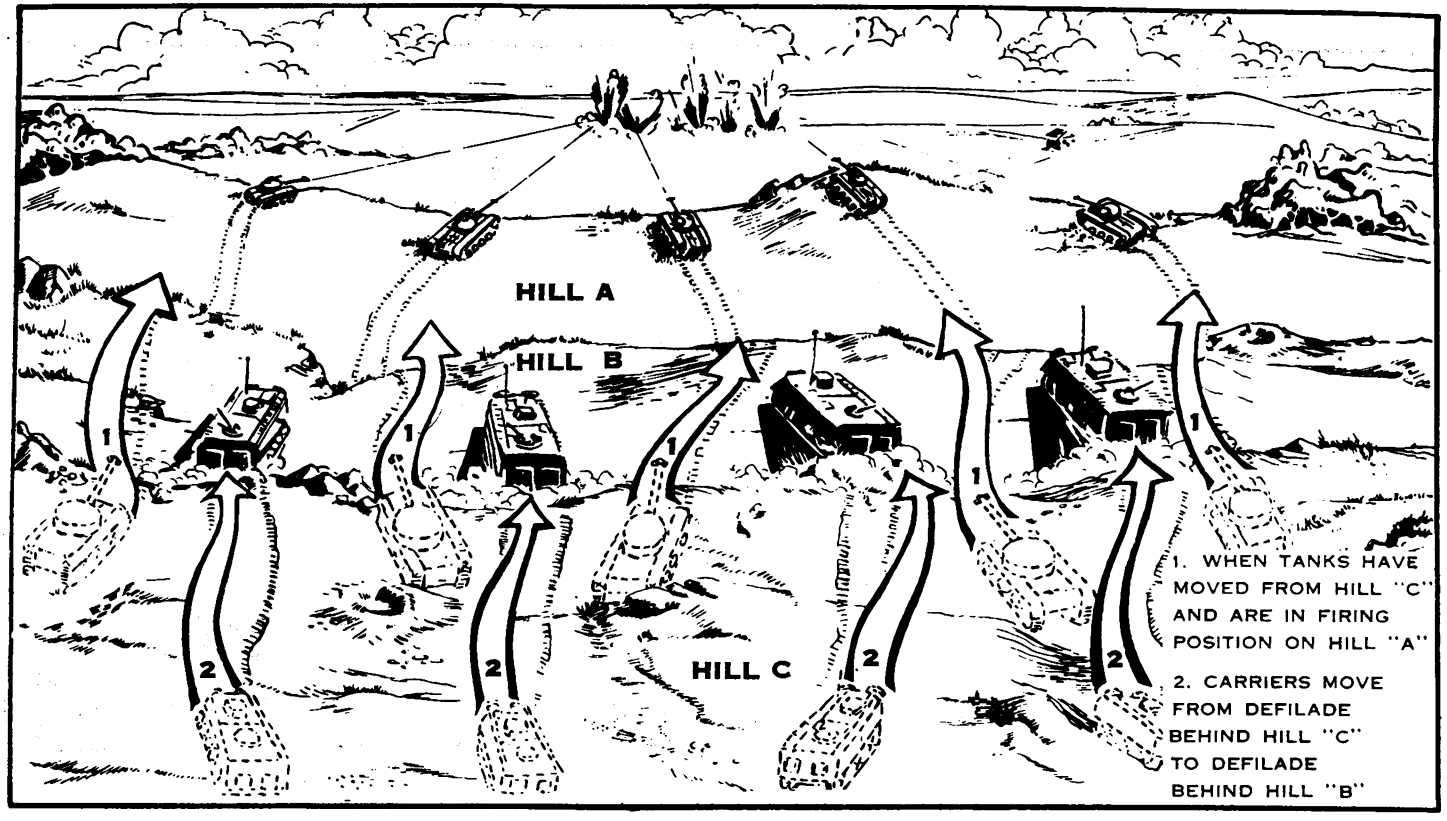
HILL A
HILL B
HILL C
1
2
1. WHEN TANKS HAVE MOVED FROM HILL "C" AND ARE IN FIRING POSITION ON HILL "A"
2. CARRIERS MOVE FROM DEFILADE BEHIND HILL "C" TO DEFILADE BEHIND HILL "B"

Figure 9. Mounted infantry following tanks by bounds (Intervening Terrain Feature).

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(5) The company commander selects the final coordination line even though it may be practicable for his mounted force to move mounted straight onto the objective; however, enemy action may force his troops to dismount earlier than intended and utilize the final coordination line.

(6) In the mounted attack, the company commander must maintain close and continuous control of his platoons to insure effective utilization of carrier-mounted weapons and fire support. Areas of fire for the carrier-mounted weapons must be designated to maintain fire control and effectiveness.

82. Mechanized Rifle Company and Tanks

a. The formation of company teams by cross-attachment of tanks has a pronounced effect on the attack by the mechanized rifle company. When operating without tanks, the ability of the company to move mounted forward of the LD is curtailed because of the vulnerability of the carrier to enemy fires. A mounted attack without tanks may be feasible when the enemy defenses have been rendered ineffective (as by nuclear fires, or by CB attack). When company teams are formed by cross attachment of mechanized rifle and tank platoons, the tanks provide protection for the carriers by destroying enemy tanks and heavy antitank weapons. In addition, they divert fire which otherwise might be directed at the carriers. The tanks are usually employed in the attacking echelon as the lead element. For further details on the employment of tanks and the mechanized rifle company, see FM 7–20.

b. In a mounted attack, mechanized units and tanks may advance simultaneously (each in an appropriate formation) (fig. 7), or the mechanized units may follow the tanks by bounds (fig. 8 and 9). The tanks lead so as to best utilize their firepower. The mechanized force follows to the rear of the tanks so as not to unduly expose the carriers. The method used for a given attack is dependent upon the commander's estimate of the situation rather than upon arbitrary decision that one of the methods is better for all situations. Normally, tanks and mechanized units will be employed in mass against weak antitank defense. Regardless of the type formation adopted, the distance between tanks and carriers must not become great enough to let enemy forces into the gap, thereby separating the tank and mechanized units; also, it must not be so great as to deny the tanks rapid support from the mechanized units when needed. In determining the position of the carriers in relation to his tanks, the commander must con-

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tinuously evaluate the relative importance of the availability of the mounted troops and their vulnerability to enemy fire.

c. In some situations, it may be necessary or desirable for mechanized units and tanks to move on separate routes. This may be the case when the amphibious capability of carriers is to be exploited. In such situations, the tanks support the attack fire and join the carriers as soon as practicable. Once the carriers and tanks are reunited, the attack continues as described in *a* above. It is emphasized that separation of carriers from the tanks increases the danger to carriers from enemy fires.

d. The mobility and armor protection of the carrier and the firepower of its mounted weapon must be utilized to the utmost. The mechanized unit should remain mounted as long as possible so that:

(1) The attacking force can move forward at the speed of the tanks in order to rapidly close with and destroy the enemy.

(2) The battlefield mobility of tanks and carriers will be retained.

(3) Casualties will be minimized in areas swept by small-arms and artillery fire.

(4) Artillery airbursts can be employed in support of the attacking forces.

(5) A degree of protection will be afforded against the effects of nuclear or CB weapons.

(6) The energy of troops will be conserved so that they will be better able to fight when needed.

e. The mechanized unit dismounts when it is necessary to:

(1) Prevent its destruction by enemy antitank fire.

(2) Assault a defended objective.

(3) Breach or remove obstacles which prevent the forward movement of the tanks.

(4) Assist in the neutralization or destruction of antitank weapons which are holding up the forward movement of the tanks and carriers.

(5) Lead an attack through heavily wooded areas or very rough or broken terrain.

(6) Lead an attack across defended rivers which cannot be crossed by carriers.

(7) Attack through fortified areas or through defended towns and villages which cannot be bypassed.

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(8) Assist the tanks forward under certain conditions of limited visibility and restricted fields of fire (darkness, smoke, heavy woods, broken terrain, etc.).

(9) Clear an objective and assist in the consolidation.

f. Mutual support between mechanized units and tanks is continuous. All leaders study, plan, and prepare ways of coordinating with and supporting combat elements to meet changing battlefield conditions.

(1) The role of the mechanized rifle company in support of tanks is to—

(*a*) Breach or remove antitank obstacles.
(*b*) Assist in the neutralization or destruction of antitank weapons.
(*c*) Designate targets for the tank.
(*d*) Protect the tanks against individual antitank measures.
(*e*) Lead the attack dismounted when necessary.
(*f*) Provide security for tanks.
(*g*) Clear an objective and assist in consolidation.
(*h*) Protect the tanks in assembly areas and attack positions.

(2) The role of tanks in support of the mechanized rifle company is to—

(*a*) Lead the attack.
(*b*) Neutralize or destroy hostile weapons by fire and maneuver.
(*c*) Clear paths for dismounted troops through wire and antipersonnel minefields.
(*d*) Neutralize fortified installations with direct fire.
(*e*) Support by direct fire when dismounted troops lead the attack.
(*f*) Provide antitank protection.

g. In the conduct of the attack with tanks, the ideal to be achieved is to have the arrival of the mechanized units and the tanks at the objective so timed as to attain the maximum effects of the shock effect and firepower in the combined arms team.

83. Formations

The formation employed by a mechanized rifle company is established by the commander's scheme of maneuver for accomplishing the mission.

a. A column formation is used more frequently for a mounted attack than for a dismounted attack. Within the column, elements are located in the order of anticipated commitment, with tanks

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normally leading. In a dismounted attack, the formations employed by the mechanized rifle company are similar to those applicable to the infantry rifle company (para. 58).

b. For mechanized rifle platoon formations, see FM 7–15.

84. Plan for Use of the Reserve

a. The mobility of the mechanized reserve allows the company commander flexibility in planning for its use in view of the reduced reaction time required. For example, the mechanized reserve may be able to provide flank security and maintain contact with adjacent units, while retaining the capability of maneuvering rapidly to influence the action of the attacking echelon. Positioning the reserve near an exposed flank or near the area of anticipated commitment may not be required as with a dismounted reserve, thus permitting greater dispersion within the company. The plan of attack may call for the reserve to move by bounds, or when an attacking echelon is expected to advance rapidly, the reserve may be ordered to follow it at a specified distance. The reserve may remain mounted, to preserve its mobility, when other portions of the mechanized rifle company are dismounted.

b. In mobile operations, a company team often cannot retain a reserve because of the extended frontages which a mechanized unit can expect.

85. Security

Since the reserve can move rapidly to meet an enemy threat on a flank, primary consideration is given to provide early warning. Mechanized or airmobile flank patrols may be used for this purpose. They move by bounds from one dominant terrain feature to the next as the attack progresses. In determining the number of squads to be used as flank patrols, the company commander considers the effects of thus depleting the reserve. Observation in the area may provide adequate security without the use of patrols.

86. Fire Planning

a. Since the movement of mechanized maneuver elements is rapid, detailed planning and coordination of supporting fires are essential to permit the timely delivery, shifting, and lifting of fires. Flexibility of fires to meet unforeseen situations is mandatory.

b. Maximum consideration is given to the use of supporting fires to protect the movement of tanks and carriers. Emphasis

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is placed on the neutralization of known or suspected enemy antitank weapons. Smoke may be effectively used to screen the forward movement of carriers and the dismounting of troops. Artillery and mortar fires, using airbursts, should be used to provide protection from antitank weapons when the enemy does not have the protection of overhead cover. Maximum use should be made of nonorganic fire support so that the team's organic fire support elements may move close to the objective before commitment. Consideration must be given to the caliber of artillery employed versus the vulnerability of the carrier.

c. When the company commander plans the employment of fires of the weapon platoon, he also plans the displacement of the weapons in relation to the movement of his maneuver elements. He plans for the exclusive use of nonorganic fires during periods when continuous fire support cannot be provided by organic means, as during a very rapid advance. He normally uses the antitank section in general support, and he may have it provide antitank protection to the company flanks while tanks protect the front.

87. Conduct of the Mounted Attack

a. Movement forward across the LD is continuous, with deployment into the initial company and platoon attack formations being accomplished on the move. If a halt in the attack position is necessary, it should be as short as possible.

b. The movement from the attack position to the LD is in a deployed formation that permits maximum use of concealment and cover. This formation will place the maneuver elements on the LD in the relative position from which they will start the attack.

c. Movement forward of the LD is made as rapidly as the terrain, speed of the vehicle, and use of supporting fires permit. During the forward movement, the carrier-mounted weapon should fire at known or suspected enemy positions. Tanks and carriers of the attacking echelon advance as described in paragraph 82.

d. During the advance, the troops dismount rapidly for action when the situation requires. When any part of the movement forward of the LD must be made through close terrain (such as woods), troops will normally dismount to provide the necessary close-in security for the carriers and tanks. The carriers and tanks then adapt their speed to that of the dismounted troops. When the close terrain has been crossed, the men on foot remount, and the advance is continued. When objectives are deep, troops may mount and dismount with considerable frequency.

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e. The attacking units advance mounted as far forward as possible. When troops are forced to dismount, the carriers halt under available cover while the troops rapidly dismount. Maximum fires, including smoke, are placed on enemy positions at this time. The carriers should occupy suitable firing positions (preferably in hull defilade), and the fires of the carrier-mounted weapons support the dismounted advance of troops. The attack continues dismounted as described in paragraphs 65 through 72.

f. When troops are to dismount on the objective, carriers and tanks move rapidly to that area (with hatches closed) under overhead artillery and mortar fires. Supporting fires are shifted or lifted, and troops dismount immediately to eliminate any enemy remaining on the objective. The exact timing of the shifting of fires is of great importance. The last rounds of the concentration may be colored smoke to indicate when the infantrymen inside carriers are to dismount.

g. In the attack using tanks and carriers, unless proper coordination is effected, the following undesirable situations may develop:

(1) Tanks and carriers become unduly separated, thereby allowing the enemy to destroy the carriers and attack the unsupported tanks at close ranges.

(2) Tanks cruise the objective, thereby becoming needlessly exposed to enemy fires.

(3) Carriers are left in exposed positions when the troops dismount, with the result that needless losses occur from enemy antitank or other fires.

(4) Troops may remain mounted too long, exposing both the carrier and infantry to destruction by enemy short-range weapons.

h. If carriers receive effective antitank fire before they reach the dismount area, the platoon leader must decide *immediately* what steps he must take prior to dismounting the troops. Often, his best course of action is a continued rapid movement if cover is available a relatively short distance forward, especially if artillery and small-arms fires are falling around the carriers. Smoke or white phosphorus rounds fired immediately into the enemy position will screen the mechanized platoon in moving to cover and/or dismounting. If carriers are on the crest of a hill when fired upon, it may be feasible for them to back into defilade, though halting the vehicles turns them into stationary targets. If they are in the open when fired upon and no cover is available for a great

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distance, the platoon leader may be forced to halt his carriers and dismount his platoon. Continued forward movement of the vehicles in this situation would probably risk their destruction. Regardless of the circumstances, all available supporting fires, including those of the carrier-mounted weapons, are directed at the known or suspected source of enemy fire. The company commander, forward observers, and leaders of fire support units must be constantly alert for such an occurrence and must react without hesitation to neutralize the enemy fire. Upon dismounting, troops continue the attack.

i. The company commander normally follows closely behind the attacking platoons to keep abreast of their progress and the situation as a whole. He closely coordinates the movement of his platoons and the fires of supporting weapons. He insures that FO (battalion mortar and artillery) and the weapons platoon leader maintain close and continuous liaison with him. He takes particular care to insure the timely and rapid displacement of organic and attached supporting weapons to provide continuous fire support and antitank protection. He may have to halt his attacking platoons on intermediate objectives until his weapons are in position; however, this should be avoided. In some situations, he may decide to maintain the rapid rate of advance, placing complete reliance upon the fire support provided by higher headquarters, rather than delaying his attacking echelon until his organic and attached weapons can displace.

j. Because of the fluid nature of mounted operations, situations may change rapidly. Flexibility on the part of all leaders is essential, and reliance is placed on fragmentary orders at all echelons. The fires of the carrier-mounted weapon must be utilized to the maximum.

k. After seizing the objective, the attacking force reorganizes and consolidates in much the same way as in a dismounted attack (para. 77).

(1) Carriers will be brought forward to rejoin their units. Any one of several techniques to call for them may be employed: radio, messenger, or pyrotechnic devices. In some situations (limited visibility, lack of effective enemy antitank fires, etc.), carriers may follow the dismounted troops, keeping the last man in sight. This technique has the advantage of keeping the carrier close to its unit with little time lost in remounting. The method used must be coordinated with the carrier driver and gunner before troops dismount.

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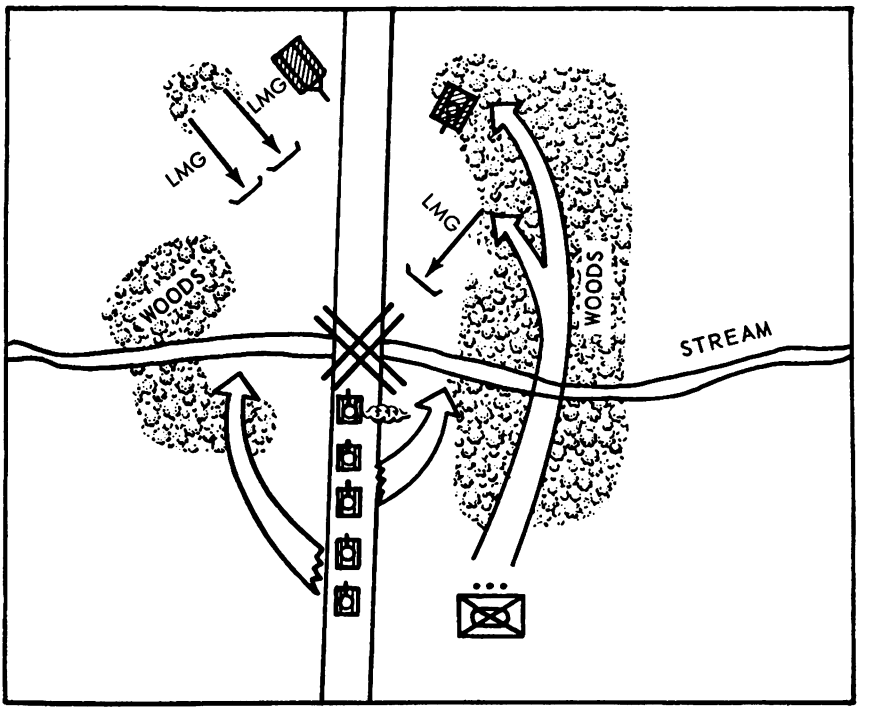

Figure 10. Attack from a march column to reduce a roadblock (schematic).

(2) In the consolidation, carriers occupy hull-defilade positions so they can provide fire support, if this does not unduly expose them to enemy antitank fires. Otherwise, they should be placed in a covered position as close by as possible, positioned to provide security to the flanks and rear.

(3) Carriers are resupplied on position if possible, or in a covered area immediately behind the position.

88. Attack From the March Column

The attack from the march column differs from the coordinated attack in that there is not time for detailed reconnaissance and planning. Instead, the lead elements must attack swiftly and in mass. For speed and to keep the initiative, elements are placed in the column in the order of expected employment (fig. 10 and 11).

89. Pursuit

a. The mechanized rifle company normally conducts the pursuit

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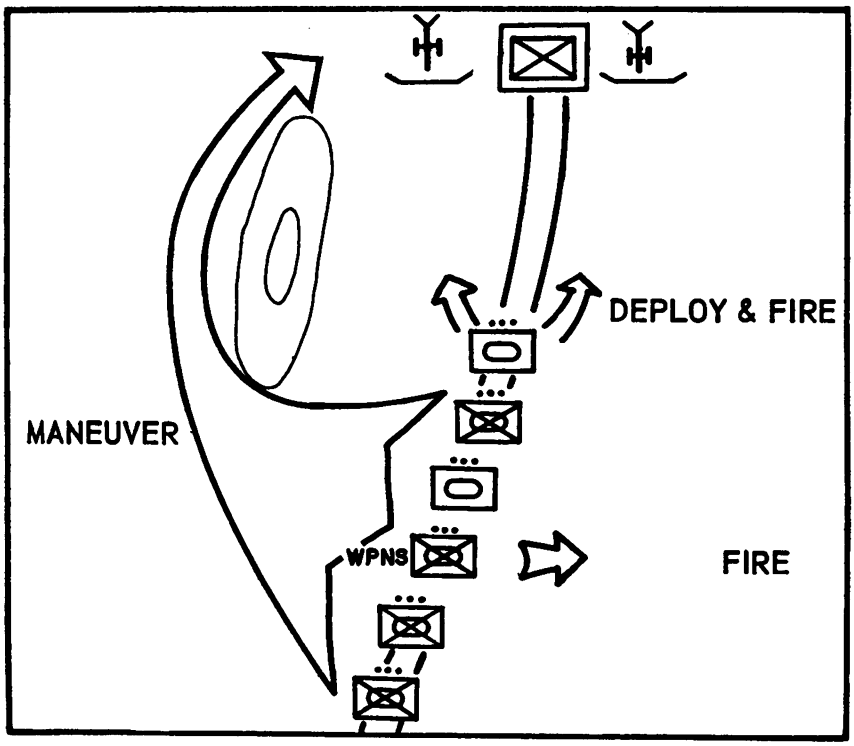

Figure 11. Company team attack from march column against heavy resistance (schematic).

as a part of a larger unit. A pursuit begins when the enemy cannot maintain his position and tries to escape or retreat. It is characterized by disorder among the enemy. Large-scale pursuit is undertaken upon the order of a higher commander. Once begun, it is characterized by boldness and rapidity of action and is pushed to the limit of endurance. It is continued day and night. At company level, security measures are limited in the interest of speeding the advance. No opportunity is given the enemy to reorganize his forces.

b. To conserve the strength of troops and to provide speed, maximum use is made of all available transportation to overtake, envelop, and destroy the enemy. The company should be preceded by reconnaissance elements, or the company may provide its own security which has the mission of finding the enemy so pursuing rifle elements can engage him.

c. The battalion commander allows the company commander

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maximum freedom of action. His orders usually are brief and fragmentary, giving objectives, an axis of advance, or a zone of action. Objectives are generally distant and may include such terrain features as high ground, important road junctions, stream crossings, and defiles.

Section VII. RIFLE COMPANY IN A RESERVE ROLE

90. General

a. Mission. The rifle company, as all or part of the battalion reserve, is employed on one or more of the following missions:

(1) An attack to exploit an enemy weakness or friendly success such as a rupture of an enemy position.

(2) An attack from a new direction on an enemy position which, because of its strength, has halted or threatens to halt the advance of the attacking echelon.

(3) An operation against the hostile rear area to extend an envelopment or exploit a successful envelopment.

(4) The assumption of the mission of an attacking element that has become disorganized, depleted, or for any reason has been rendered ineffective.

(5) The reduction of enemy resistance that may have been bypassed by the attacking echelon or that may subsequently develop to the rear of the attacking echelon.

(6) The protection of the battalion flanks or rear.

(7) The maintenance of contact with adjacent units.

(8) The assistance of adjacent units when such action favors the accomplishment of the battalion mission.

(9) Support of the attack with the fire of crew-served weapons.

b. Movement. The battalion order prescribes the initial location of the reserve company. The company moves to subsequent locations on order of the battalion commander. In a mechanized attack, the battalion commander normally prescribes a route for movement of the reserve, using march objectives, checkpoints, and phase lines for control and coordination. The mechanized rifle company, due to its greater mobility, will frequently be spread laterally and in depth more than the infantry rifle company.

c. Planning. The battalion operation order may include one or more contingent missions for the company. The reserve company commander remains abreast of the battalion situation and

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is prepared to execute these and other missions with minimum delay; he must keep in close contact with the battalion commander, keep his platoon leaders informed of the tactical situation, and displace his unit so that it can react quickly. The plans are as complete and detailed as circumstances permit. Initial fire support plans for the various schemes of maneuver normally include only on-call fires for the reserve. Subordinate leaders are thoroughly informed of all plans so they can execute them properly.

91. Conduct During the Attack

a. During the attack, the battalion commander may require the reserve company commander (or his representative) to accompany him until the reserve is committed. He may require the company commander to make recommendations on subsequent reserve locations or to otherwise assist in the preparation of plans for the employment of the company.

b. The company commander must keep himself informed of the situation at all times so he can execute an assigned mission promptly. He aggressively seeks information by maintaining close contact with the battalion commander, by monitoring transmissions over the battalion command net, and by reconnoitering. Based upon changes in the situation, he anticipates missions which are likely to be assigned to the company and prepares plans accordingly. He keeps his subordinates informed of the situation and the plans.

c. The battalion order committing the reserve is normally fragmentary and may or may not be according to a prepared plan. Similarly, the company commander's order is normally fragmentary, as time usually does not permit detailed planning or the issuance of lengthy orders.

d. When committed, the reserve is automatically relieved of any security or contact responsibilities contained in the initial battalion attack order, unless such responsibilities are specifically directed in the new order.

e. The conduct of the attack, reorganization, consolidation, and dispersal of the reserve company are carried out as discussed in paragraphs 65 through 72.

Section VIII. LIMITED-VISIBILITY ATTACKS

92. General

a. Purpose. A limited-visibility attack may be made at night

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or in fog or smoke. It may be made to gain surprise, to maintain pressure or to exploit a success in continuation of daylight operations, or to avoid heavy losses by using the concealment afforded by reduced visibility. Night attacks are a normal part of operations and become increasingly important as enemy firepower increases. The techniques discussed in this section, while dealing primarily with night attacks, are generally applicable to all limited-visibility operations. Mechanized rifle companies may participate in limited-visibility operations mounted and dismounted. Dismounted operations will, in general, utilize the doctrine that follows. However, care must be taken to disguise or mask vehicle noise to preclude loss of secrecy. Situations will occur when mechanized rifle units will participate in mounted night attacks. In this instance, maximum utilization of night-driving, -viewing, and -firing devices must be planned.

b. Plans. Although the plan for a limited-visibility attack should be as simple as possible, the attack order may be lengthy and detailed because of the unusual number of specific control measures and special instructions which are necessary. In conjunction with the order, *a thorough day and night terrain orientation is of the utmost importance.* The plan for a night attack must include preparation, employment, distribution, and maintenance of night-viewing devices and surveillance equipment.

c. Characteristics.

(1) Night combat generally is characterized by a decrease in the ability to place aimed fire on the enemy; a corresponding increase in the importance of close combat, volume of fire, and the fires of fixed weapons which are laid on definite targets or target areas by daylight; and difficulty in the maintenance of control, direction, and contact. Utilization of night sights and viewing devices can minimize these problems. Despite these difficulties, the night attack gives the attacker a psychological advantage in that it magnifies the defender's doubts, apprehensions, and fear of the unknown.

(2) The difficulties of night attack are further reduced by adequate planning and preparation and by thorough training in night operations. Normally, more time is required to plan and coordinate a night attack than a daylight attack. Thorough ground and/or air reconnaissance both day and night, by leaders of all echelons is highly desirable. Because of difficulties in control, the scheme of maneuver for a night attack should be simple.

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d. Methods.

(1) There are two methods of initiating a night attack: illuminated and nonilluminated. The particular method employed depends on such tactical considerations as the enemy strength and degree of preparation of his positions, his security measures, the terrain, and light conditions. The nonilluminated attack is made to maintain secrecy and achieve surprise in closing with the enemy before he discovers the attack. The illuminated attack is made when the enemy position is strong, when the possibility of achieving surprise is remote, and when control of units requires the use of daylight control methods.

(2) The illuminated attack is planned using the techniques of daylight attacks. The nonilluminated attack is planned using special techniques and equipment for overcoming the difficulties of night or limited visibility.

(3) Because the nonilluminated attack requires more detailed planning, this section deals primarily with the techniques used in the nonilluminated attack.

93. Reconnaissance

If possible, all leaders reconnoiter during daylight, dusk, and darkness. Reconnoitering during different conditions of light assures maximum familiarity with the terrain. The company commander normally limits the size of reconnaissance patrols and prescribes other limitations on reconnaissance essential to the maintenance of secrecy. Night-vision devices should be used to assist in reconnaissance and to detect the enemy use of such equipment.

94. Surprise and Secrecy

Positive measures are taken to insure secrecy and increase surprise. In addition to limitations on reconnaissance patrolling, the movement of vehicles and weapons is held to a minimum. Light and noise discipline is rigidly enforced. Registration of weapons is avoided or accomplished in a way which will not indicate intentions to the enemy. A technique which may be utilized is to fire the registration adjustment over an extended time. Significant change in any type of activity is avoided.

95. Control Measures

The degree of visibility determines the measures to be taken to insure control. When visibility is poor, the limited ability to con-

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trol maneuver normally requires the company to move generally in a straight line over open terrain toward its objective. Control measures which are emphasized in a night attack are:

a. Assembly Area. The assembly area is normally assigned by the battalion commander. It may be closer to the LD than for a daylight attack.

b. Release Point(s). A release point is a point(s) at which a higher commander releases control of a unit to its commander. The battalion commander designates the company release point, the company commander designates the platoon release point, and the platoon leader designates the squad release point. Platoon and squad release points are located to provide a gradual deployment during movement to the probable line of deployment. They should be located far enough back to allow attacking units to complete their lateral movement before reaching the probable line of deployment, yet far enough forward to permit centralized control as long as possible.

c. Attack Position. An attack position is normally designated but seldom used in a night attack. The attack position should be in defilade but need not offer as much concealment as in daylight; it should permit easy entrance and exit. The company occupies the attack position only for the minimum time required to receive final instructions, to insure coordination, and/or to pick up special equipment.

d. Point(s) and Line of Departure. The company commander normally selects a specific point(s) of departure, where the company will cross the LD.

e. Routes. The company commander selects the route to be used from the company release point to the platoon release point(s); the platoon leader selects the route from the platoon release point to the squad release point(s). Normally, selection in both cases is made on the basis of observation of the area from a position to the rear of the LD. The route from the platoon release point to the squad release point is usually announced as a direction. The routes from the squad release point to the probable line of deployment are also announced as directions for squad movement. Guides are normally used to assist in the movement to the probable line of deployment.

f. Probable Line of Deployment. The probable line of deployment, normally selected by the battalion commander, is the location on the ground where the company commander plans to complete final deployment prior to moving out with platoons on line. The

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probable line of deployment should coincide with some terrain feature(s) visible at night. It should be generally perpendicular to the direction of the attack and as close to known enemy positions on the objective as it is estimated the company can move without being detected. If the enemy has obstacles in front of his position, the probable line of deployment should be on the enemy side of the obstacle, if feasible. The company commander selects the probable line of deployment if the battalion commander does not do so.

g. Zones of Action and Objectives. The company is normally assigned a zone of action and, in addition, may be assigned a direction or azimuth of attack. The company objective for a night attack is usually smaller than for a daylight attack so that the company can clear it in a single assault. The company commander usually assigns platoon zones of action by designating a portion of the probable line of deployment and an objective for each platoon. Platoon objectives should also be small enough to be seized and cleared in a single assault. Assigned objectives should be designated by unmistakable terrain features. Intermediate objectives are not normally assigned for night attacks.

h. Limit of Advance. A limit of advance is a terrain feature easily recognized in the dark (a stream, road, edge of woods, etc.) beyond which attacking elements will not advance. It is far enough beyond the objective to allow security elements room to operate. The limit of advance may be prescribed by the battalion or company commander.

i. Time of Attack. Often, an attack is made late at night so that initial objectives can be seized by daylight and the attack continued at that time. If the objective is relatively deep, or if the company mission requires immediate continuation of the attack, the attack may begin early at night and continue to the final objective during darkness. If the objective is to be seized and held, it also may begin early at night.

j. Other Control Measures. Additional measures which should be used to facilitate control in a night attack include:

(1) Use of an azimuth, mortar or artillery marking rounds, or tracers to assist in maintaining direction.
(2) Use of guides and connecting files.
(3) Designation of a base element on which other units base their movement.
(4) Use of radar, night-vision devices, binoculars, and flashlights with colored filters.

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(5) Prescribing intervals and distances to be maintained between individuals, squads, and platoons.

(6) Identification of leaders and friendly troops by use of luminous buttons or tape, white armbands, etc.

(7) Use of radio. This means of control is normally restricted until after the attack is discovered. The company commander may use wire and/or messengers for communication with his platoon leaders.

(8) Pyrotechnics may be used as emergency control signals, but their indiscriminate use may alert the enemy.

96. Formation

a. To assist in control, the column formation is used as far forward as practicable. If possible, deployment of the rifle squads in squad line is delayed until the company is within assaulting distance of the enemy positions. The principal considerations in the selection of a formation are visibility, distance to the objective, and anticipated enemy reaction. Based upon these considerations, the company normally crosses the LD either in a column of platoon columns or in a line of platoon columns. Generally, the single file formation is avoided.

(1) If visibility is poor, distance to the objective is great, or early contact with the enemy is not expected, the company may cross the LD in a column (fig. 12) using one point of departure. This formation is retained until the platoon release point is reached unless enemy action forces earlier deployment.

(2) If visibility permits control of a more open formation, the distance to the objective is short, or early contact with the enemy is expected, it may be desirable to advance from the LD in a company line of platoon columns (fig. 13) using three points of departure.

(3) If the company is in contact with the enemy and the distance to the objective is short, it will be necessary to have the leading squads move forward from their positions in squad line. In this case, the LC is, in effect, the probable line of deployment.

b. The company commander normally employs all three rifle platoons in the assault. Under conditions of reduced visibility, the effective use of a reserve as a maneuver element is extremely difficult because of the difficulties of control and coordination. A reserve is withheld only when the company zone of action is extremely narrow or when there is a dangerously exposed flank or

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rear. If a reserve is designated to provide flank or rear security, the company commander may direct it to follow the attacking echelon closely, or he may leave it on the LD and have it brought forward on signal.

97. Patrolling and Security

a. Patrolling. Patrols are normally sent out before a night attack to reconnoiter the routes forward, to secure release points,

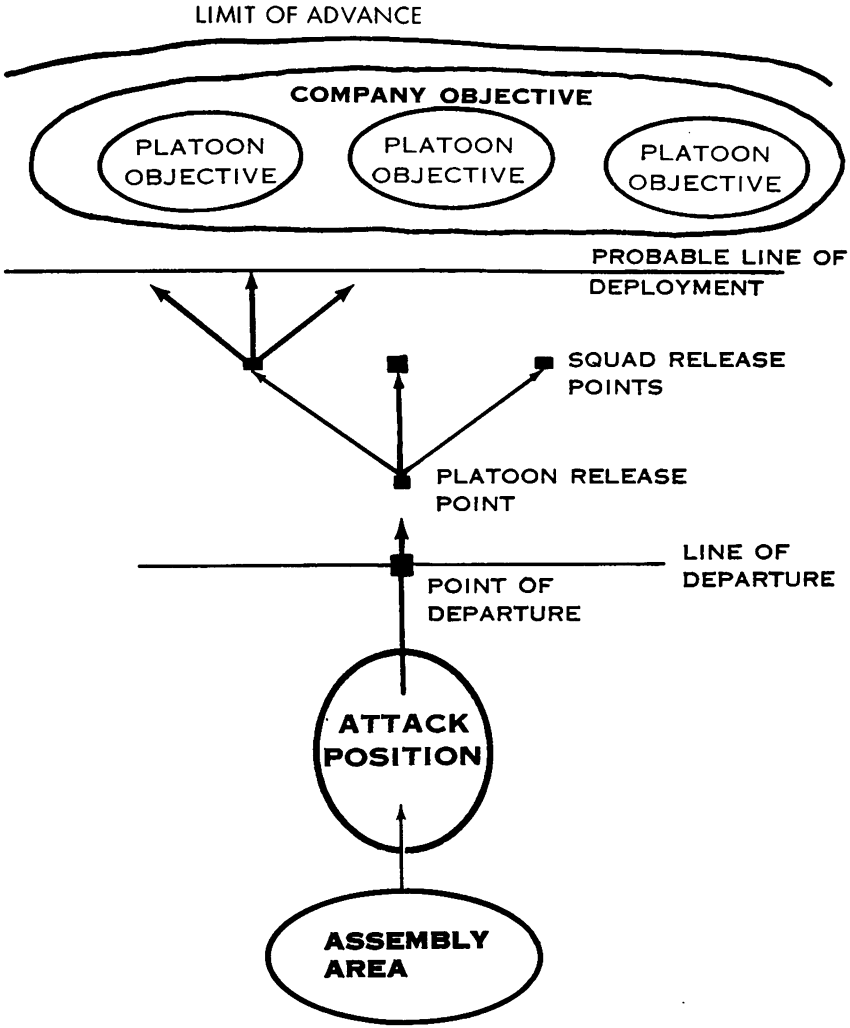

Figure 12. Night attack—company column of platoon columns (schematic).

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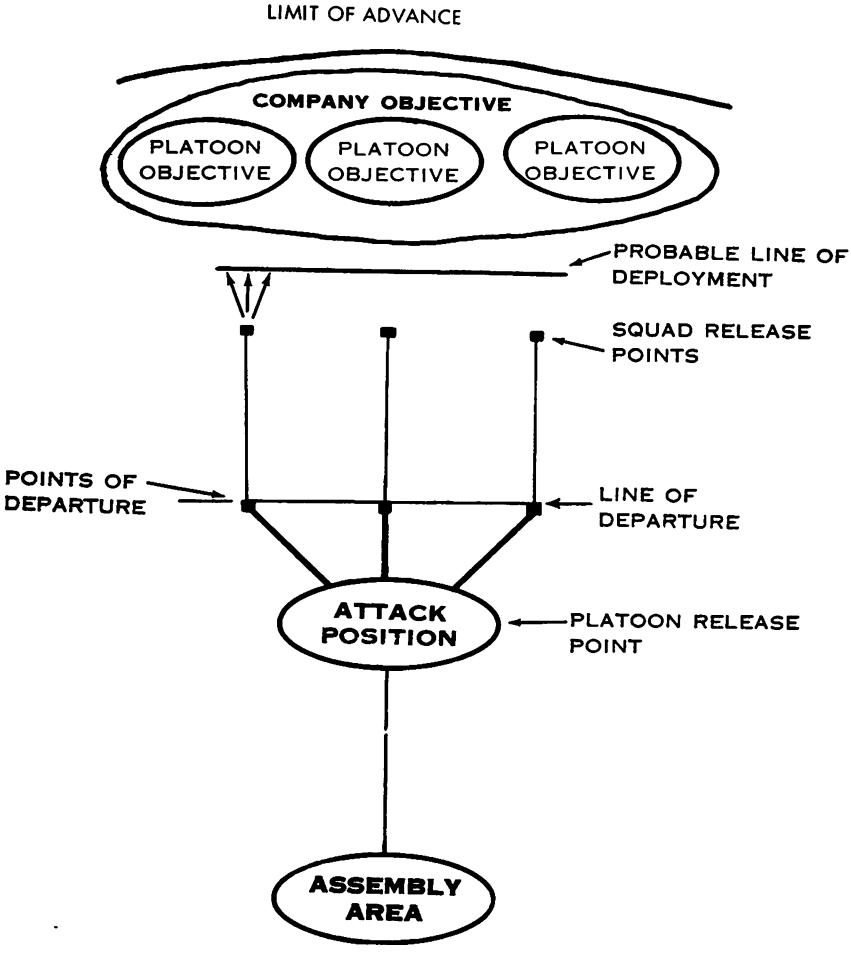

Figure 13. Night attack—company line of platoon columns (schematic).

and to gather knowledge of the terrain and information of the enemy. In addition, selected patrol members will act as guides to facilitate ease of movement. A patrol of from four to six men is generally sent from each platoon. The platoon leader will brief the platoon patrol leader on the route forward from the platoon release point to squad release points, the location of squad release points, and the platoon position on the probable line of deployment. The platoon leader may give specific instruction on the positioning of patrol personnel on the probable line of deployment so these personnel can aid the platoon in deploying. Platoon patrol leaders

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are briefed by the company commander on the route forward to the platoon release point, on terrain and enemy information desired, on locations of all platoon positions on the probable line of deployment, on actions to be taken in case the enemy is encountered before reaching (or on) the probable line of deployment, the guide system he desires, and on anything else that will assist in the accomplishment of their mission. The platoon patrols will normally be consolidated into a single company patrol with the company commander designating one patrol leader to coordinate the efforts of the platoon elements. The company commander may direct patrol leaders to leave some members of their patrols to secure the probable line of deployment while the remainder return to act as guides. The designated company patrol leader will normally remain at the platoon release point where he can best control the platoon patrols and coordinate the guide effort. Designated platoon patrol members (guides) will meet their platoons at the platoon release point and guide them to the squad release points and then to the probable line of deployment.

b. Security. Frontal and flank security is provided during the movement from the LD to the probable line of deployment. The size of these security elements varies with the amount of detailed information available on the enemy, the terrain, and likely enemy counteraction. The distance at which these security elements operate depends primarily on the commander's ability to control them.

98. Use of Artificial Illumination

a. The battalion commander, based on the battalion plan and availability, determines the degree of artificial illumination to be provided. Even though the attack is to be nonilluminated, plans are made for the use of available illumination in case it is needed. Battlefield illumination should be planned and provided on schedule or on call. Material presented in this paragraph agrees with applicable portions of STANAG 2088, Battlefield Illumination.

b. During a nonilluminated attack, no illumination is usually employed during the advance to the probable line of deployment. During the assault, direct illumination by searchlights and flares may be used to blind and confuse the enemy. Illumination used to aid in consolidation after seizure of the objective is normally limited to indirect illumination by searchlights. Direct illumination can be effectively used to detect and assist in repelling a counterattack.

c. When illumination is used, the attacker may sacrifice secrecy. Skillful use of illumination over a reasonable period of time may

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assist in deceiving the enemy as to the exact location of the real attack. Illumination may be extended for a considerable distance on both flanks so as not to disclose the exact area of the attack. Illumination may also be used during all phases of the attack or during the final assault only. Phases of night attacks with illumination are conducted basically in the same manner as daylight attacks. However, even with illumination, the problem of control and coordination at night is greater, dispersion is less, and movement is slower than for a daylight attack.

d. With illumination, the mechanized rifle company may conduct a mounted night attack. Although the enemy can detect a mounted attack, tactical surprise can be achieved since the rapidity of movement of mounted forces is such that the enemy may not have time to react in the use of his reserves. Illumination will not preclude the use of night-driving, -vision, and -firing devices.

e. Infrared illumination, in conjunction with appropriate viewing devices, should be used to facilitate movement, control, and firing of weapons.

99. Use of Supporting Fires

a. If the attack is to be nonilluminated, some fires may be delivered to maintain the pattern existing prior to the attack. The supporting fires are planned in detail and weapons are positioned and registered, but they are normally delivered only on-call under conditions specified by the battalion commander. Fires are planned on the objective to support the attack if it is prematurely discovered, to protect the flanks, and to isolate the objective during the assault and consolidation. The pattern of fire may be used to mask sounds of the attacking elements.

b. Use of supporting fires in an illuminated attack closely parallels a daylight attack (para. 69).

100. Use of Organic Weapons and Attachments

a. The mortar section is normally employed in general support for ease of control and flexibility. The mortars are positioned and registered as necessary on desired target area by daylight. If the objective is within effective range, the mortars may be left in initial firing positions to capitalize on the registered data until daylight or until continuation of the attack necessitates displacement.

b. The antitank section is usually employed in general support also. If secrecy can be maintained, the section may be moved to firing positions at dusk, prepared to deliver fires on call. If this

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action is likely to alert the enemy, the section does not support the attack, but is kept in defilade behind the LD ready to move to the objective as soon as it is seized.

c. For employment of the weapons squad of the rifle platoon, see FM 7–15.

d. In a nonilluminated attack, tanks normally stay behind the LD, ready to move to the objective as soon as it is seized. They may be moved into firing positions and laid on targets at dusk, if such action will not alert the enemy. When tanks are attached to the company with searchlights or night-vision devices, they may be used as a maneuver element as in a daylight attack or illumination can be furnished by tank-mounted searchlights. (See FM 17–1.)

e. In addition to portable flamethrowers which are organic to the company, *mechanized* flamethrowers may be provided to the company. They are generally further assigned to rifle platoons and are fired only after the assault has been launched. Flame weapons have a psychological as well as destructive effect on the enemy. When stealth is mandatory, only portable flamethrowers can be used initially.

f. The short-range radar teams of the battalion ground surveillance section may be employed to monitor the movement of the company forward and help maintain direction. Reports are made over wire to the company commander as to the correctness of his direction, changes in enemy activity, and the relative locations of his attacking platoons to each other.

101. Plan for Reorganization and Consolidation

The plan for reorganization and consolidation following seizure of the objective in a night attack is generally the same as for a daylight attack. The limit of advance prescribed by the battalion commander restricts the area in which elements of the company can be positioned. Because of reduced visibility, areas where platoons will consolidate should be delineated by easily recognized terrain features. To facilitate the positioning of supporting weapons and tanks, plans are made for guides to meet these elements at specified points to lead them to their position areas. Special measures may be required to permit rapid resupply of ammunition, evacuation of casualties, and other actions during the reorganization. The flamethrower servicing and charging point is set up as close by as the tactical situation permits. If the mechanized rifle company attacks dismounted, its carriers will join it after the objective is secured.

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102. Conduct of the Attack

a. The company commander normally leads the company to the platoon release point. Usually, other leaders also march near the heads of their units to facilitate control. Once the company crosses the LD, movement is continuous, and the rate of advance is slow enough to permit silent movement. Enemy encountered from the LD to the probable line of deployment are bypassed or eliminated as silently as possible. Night sights on individual rifles are particularly effective during this phase.

b. When attacking initially without supporting fires, the company commander calls for those fires at any time during the movement forward when it becomes evident that the attack has been discovered. When discovered, the company deploys at once from the column formation, continues rapidly to the probable line of deployment, and deploys on line; fires are shifted, and the company launches the assault as in a daylight attack. If the company is reasonably close to the probable line of deployment when the attack is discovered, it should deploy rapidly and launch the assault without hesitation. Illumination may be requested to assist in control or as a countermeasure to blind the enemy.

c. If flares are fired during the movement forward to the probable line of deployment, all individuals quickly assume the prone position and attempt to maintain night vision until the flares burn out. The time for firing friendly flares must be coordinated to insure that the company is not exposed prematurely.

d. Normally, platoon leaders report to the company commander when their platoons are in position and ready to continue the movement forward. The company commander directs the movement to continue according to orders from the battalion commander. He may do this by using wire communication to order the platoons to move out, or by any other means consistent with security. The company continues the advance by moving forward *silently* in line without firing.

e. When the attack is discovered during this movement, the assault is begun. The authority to begin the assault is normally delegated down to and including platoon sergeants. Under the circumstances, it may be delegated to rifle squad leaders. *Scattered fire by small elements of the enemy must not be misconstrued as loss of surprise and should not be the signal to start the assault.*

f. The importance of developing a great volume of fire during the assault cannot be overemphasized; it is at this time that fire

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superiority must be established. The assault is conducted aggressively; individuals are encouraged to shout and create as much noise as possible. Riflemen fire from the underarm position, and automatic riflemen fire from the hip position. Tracers may be used to increase the accuracy of fire and demoralize the enemy. The company commander may at this time call for supporting fires to isolate the objective, and for direct illumination. The assault should be carried to the military crest (or the limit of advance) on the far side of the objective.

g. Once the objective has been seized, platoons move to their designated areas and consolidate. Squad and platoon leaders establish their flanks on previously indicated terrain features and gain contact with adjacent units. Local security is established, alert for a possible counterattack. Ammunition is redistributed, supplies are brought forward, key members of the company who have become casualties are replaced, the company command post is displaced, casualties are evacuated, and status reports are made to the next higher headquarters. The company commander checks his supporting fires to determine if they cover the approaches most dangerous to the company. Organic and attached weapons are displaced forward and guided into position. An organized clearing of the enemy in an overrun area is normally conducted after daylight. However, this does not prevent taking action against enemy elements that interfere with the reorganization and consolidation.

h. If the attack is to be continued beyond the initial objective, it is usually done at daylight as discussed in paragraphs 62 and 72.

i. If a mounted attack is conducted, control measures will be similar to those for a dismounted attack but the mounted attack will be executed with maximum speed. Artillery may be effectively used, firing on the objective and serving as reference points.

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CHAPTER 4
DEFENSE

Section I. GENERAL

103. Mission and Employment of the Company

The mission of the rifle company in defensive operations is to repel the enemy assault by fire, close combat, and counterattack. The rifle company defends as part of a larger force to deny a vital area to the enemy, to protect a flank, to gain time, to economize forces (as a part of a mobile defense), or to disorganize and destroy the enemy. The company accomplishes its mission of defending its assigned area by stopping the enemy by fire in front of the battle area, by repelling his assault by close combat if he reaches it, and within its capability, by counterattacking to eject or destroy the enemy if he penetrates the company defense area. In all of the foregoing phases, the destruction of the enemy forces is paramount.

104. Fundamentals of Defense

Defensive operations are characterized by detailed planning and the degree of centralized control dictated by the type of defense conducted. The planning, organization, and conduct of the defense are based on the following fundamentals:

a. Proper Use of Terrain. Terrain is a major factor in selecting the trace of the FEBA. In organizing the position, the defensive characteristics of terrain (cover, concealment, obstacles, observation, and trafficability) must be exploited to place the attacker at a disadvantage and to retain key terrain. All probable avenues of enemy approach into the area should be visualized in conjunction with the defensive characteristics of the terrain to insure that adequate combat power is employed to block each avenue of approach in depth.

b. Security. The company commander must take necessary steps to minimize the attacker's capability of employing surprise. Since the attacker retains the initiative as to the time, place, direction, and strength of the attack, the defender must position local security elements to provide timely warning. The battalion or company commander may direct that the company employ security forces

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forward of the battle area, on flanks, in rear areas, and to cover gaps. Defensive preparations that might expose troops to the risk of being detected by the enemy and of being subjected to his fires before the attack begins should be carried out at night. All-round security is essential.

c. Mutual Support. Consistent with accomplishment of the assigned mission and dispersion appropriate to the environment, forces are positioned so as to provide for an exchange of defensive resources. At company level, these resources normally include interlocking fire and/or maneuver. Mutual support should be attained laterally as well as in depth. Control of gaps between units is effected through the use of visual and electronic surveillance, obstacles, mines (to include flame mines), prearranged fires, trip flares, patrols, and provisions for maneuver elements to physically occupy the gaps if the enemy threatens to use them.

d. All-Round Defense. Although the defense is organized to repel an attack generally from one direction, the company should be prepared to defend itself against an attack from any direction. Contingency plans are prepared to block and contain an attack or infiltration from flank, rear, or air.

e. Defense in Depth. The company must be disposed in depth within its assigned sector to preclude the attacker from taking early advantage of a penetration. Adequate depth is essential if the enemy is to be stopped and then ejected by higher unit reserves. Accordingly, the company commander provides depth by positioning his platoons on the best defensible terrain throughout the width and depth of his assigned sector. When assigned frontages preclude extensive depth, the company commander must plan to move units not engaged from forward positions if the situation so dictates.

f. Flexibility. The company defensive plan must provide for early reaction and seizure of the initiative at any time the attacker exposes a weakness. To accomplish this, the company commander positions and plans his reserve force to meet the widest possible range of contingencies, consistent with its mobility. Fires are planned to insure that all indirect fire weapons and as many direct fire weapons as possible can be massed forward of the FEBA and in depth against an enemy attack.

g. Maximum Use of Offensive Action. The rifle company must be alert to regain the initiative by offensive action, particularly when mechanized and/or when tanks are attached. Counterattack plans are prepared to eject the enemy if he penetrates the company defensive position. When fire alone has failed to destroy or eject

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the enemy and there is a reasonable chance of success, the counterattack should be launched as soon as practicable. For a counterattack to have a reasonable chance for success, the enemy within the penetrated area must be stopped or slowed and must not be reinforcing or enlarging the penetration. When these conditions are not met, the reserve is used to limit the penetration. Aggressive patrolling also is used to maintain the spirit of the offense, deny the enemy knowledge of friendly positions, and avoid surprise.

h. Dispersion. In the organization of the defense, the company commander disposes his forces so as to present the least profitable target to enemy fires. Dispersion must be consistent with the capability of providing sufficient mass to accomplish the company mission and of providing an offensive maneuver force on a timely basis. The company reserve should be disposed to provide support for forward committed platoons, while at the same time minimizing its vulnerability to hostile fires. When the company is mechanized, the reserve has considerably more mobility, armor protection, and firepower.

i. Time Available. The time available for planning and preparation for the defense will influence the company commander's decision as to the use of forces, preparation of obstacles, employment of warning devices, coordination of fires, location of outposts, and priority of tasks to be performed. Every effort should be made to prepare the defense in advance. The more time available to subordinate units and the better it is used, the more effective the defense will be. Further, all available time is used to improve the defensive positions to include overhead cover.

j. Integration and Coordination of Defensive Measures. The overall defensive plan involves the careful integration and coordination of the following plans:

(1) *Fire plans.* Fire plans for both nuclear and nonnuclear fires are prepared to support all three areas of defense. Fires in the defense are classified as long-range fires (concentrations), close defensive fires (concentrations), final protective fires (barrages), and fires within the battle area (concentrations). The company commander's primary concern is with the last three types. These plans should insure that maximum effective fire is brought to bear on the attacking force throughout the conduct of the defense commencing at maximum ranges. They include fires of all organic, attached, and supporting weapons.

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(2) *Barrier plans.* The defensive characteristics of the terrain are reinforced by the effective use of a planned barrier/obstacle system (para. 119). The barrier/obstacles to be prepared are normally directed by higher headquarters. Obstacles should be positioned in relation to the forward units along the FEBA to insure that they can be effectively covered by direct and indirect fires. Obstacles normally planned and executed by a company include minefields, abatis, road craters, tank ditches, tactical wire, and when authorized, atomic demolition munitions and chemical agents. Care must be exercised in planning the barrier/obstacle systems to avoid loss of freedom of maneuver by the defending units, particularly when mechanized.

(3) *Plans for defense against armor.* Armor is sensitive to terrain and antitank obstacles and, when engaged in an assault or under fire, is normally "buttoned up" with consequent limited observation. The initial effort in defense should be to engage armor as far forward of the FEBA as possible with antitank fire. As armor approaches the battle area, fires should be employed to separate the accompanying infantry from the armor. If armor penetrates the FEBA, forward companies should remain in position to eject the accompanying or following infantry and leave the destruction of the armor to antitank weapons positioned in depth throughout the battle area.

(4) *Security plans.* Security plans must include the use of every means to detect the enemy at the greatest ranges possible. They should include provision for the use of optical, night-viewing, and electronic surveillance means by outposts and patrols. Trip flares and field warning devices may be utilized in conjunction with, or in lieu of, obstacles. Security plans should include provision for CB and air attack warning.

105. Definitions

a. The area defense is a form of defense oriented toward retention of specific terrain. Primary reliance is placed on deployed forces (dismounted on position) and fires to stop and repulse the attacker. The defending force may or may not be physically located on key terrain features prior to the enemy attack; however, the commander conducting the area defense employs sufficient forces in the forward area to create the combat power

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necessary to dominate the area to be held. The forward areas normally have a higher priority for forces than does the reserve. The reserve is employed to block and destroy the enemy and, within its capability, to eliminate penetrations if they occur.

b. The mobile defense is a form of defense which may be employed by the division and higher echelon. It is the defense of an *area* or position in which maneuver is used with organization of fire and utilization of terrain to seize the initiative from the enemy. (See FMs 7–20, 7–30, and 61–100.) The rifle company does not have the capability of conducting the mobile defense. The rifle company may participate as a part of a battalion in a mobile defense conducted by a larger force (para. 111).

c. The *battle area* is the area in which the forward forces and their reserves are located. It is prescribed by coordinating points, flank boundaries, and sometimes a rear boundary.

d. The forward edge of the battle area (FEBA) is the line formed by the forward edge of the forward rifle platoons. It intersects boundaries at coordinating points.

e. The *areas of defense* are the security area, forward defense area, and reserve area. (For discussion, see FM 7–20.)

f. The *security area* is the area in front of the FEBA manned by the brigade combat outpost (COP), the division general outpost (GOP), and, if used, the corps covering force.

g. Blocking positions are positions organized to deny the enemy access to a given area or to prevent his further advance in a given direction. They are normally designated in rear of the FEBA.

106. Security Forces

In addition to providing its own local security as described in paragraph 113, the rifle company may:

a. Establish and control all or a part of the battalion portion of the combat outpost (COP).

b. Establish all or a portion of the security for an assembly area of a larger unit.

c. Establish roadblocks and ambushes.

d. Defend rear areas and installations.

e. Participate in operations against airborne attacks, guerrillas, and infiltrators.

f. Patrol unoccupied portions of the FEBA.

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107. General Outpost Line or Covering Force

See FMs 7–20 and 7–30.

108. Combat Outpost

a. The COP is a security echelon. Its composition and control are normally designated by the battalion utilizing the reserve, forward companies, or the reconnaissance platoon. It may be located from 1,000 to 2,400 meters forward of the battle area; however, its general location is usually prescribed by the brigade commander. It provides early warning of the enemy advance and denies him close ground observation of the battle area. Within its capabilities, it delays and disorganizes the enemy and deceives him as to the true location of the battle area. *It avoids close combat.*

b. The battalion commander usually prescribes the level of control and composition of the COP. In some situations, the forward companies may control it. The COP in front of each forward company usually consists of a reinforced rifle platoon. Tanks are frequently attached to the company for use on the COP, and tanks may be attached to rifle platoons of the COP. Artillery and mortar support is usually provided from within the battle area; however, a part of the mortar section of the weapons platoon may be employed with the COP if ranges and situation dictate.

c. The forces on the COP are disposed laterally in a series of positions, varying in strength from a fire team to a reinforced squad (fig. 14). The outguards should be located near the topographical crest, preferably on terrain which gives long-range observation and fields of fire. It may be necessary to place an outguard on less desirable terrain to cover a specific approach into the battle area. Preferably, adjacent outguards are within sight of each other. At night, the forces will usually have to be redisposed and additional security measures adopted.

d. Mortar and artillery FO are employed with the COP. The outpost commander plans fires well forward, immediately to the front, within, and to the flanks and rear of the COP. Fires are also planned to cover the movement of the COP along predetermined withdrawal routes.

e. The COP commander provides security with sentinels; listening posts; optical, electronic, and field expedient warning devices; and patrols. When observation is limited, he uses visiting patrols

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between widely separated positions. Following the withdrawal of the GOP (or in absence of one), the COP commander uses patrols forward of the COP to gain and maintain contact with the enemy and to call for and adjust artillery and mortar fire. These patrols may be furnished by the COP, or from reserve or reconnaissance units. Patrolling is normally intensified during periods of reduced visibility.

f. Plans are prepared for withdrawal of the COP and are coordinated with elements along the FEBA. The withdrawal plan provides for delaying the enemy forward of the FEBA from one or more successive positions if the terrain permits. The withdrawal plan is designed to maintain contact so that any enemy withdrawal, which may indicate his intent to use nuclear weapons, can be detected. Prepared obstacles are used to assist in the withdrawal. Routes selected should permit the forces to withdraw without masking the fires of units along the FEBA. All personnel of the COP are thoroughly briefed on withdrawal plans.

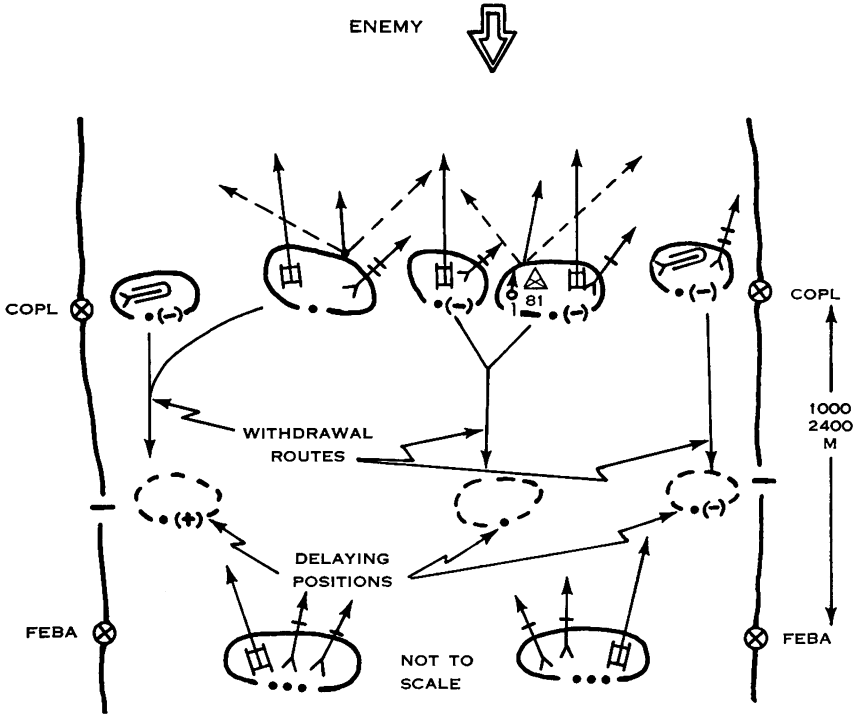

Figure 14. Type organization of a combat outpost (schematic).

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g. As the enemy approaches the COP, he is engaged by fires at long range. The fires are increased in intensity as he draws nearer. Patrols in contact with the enemy withdraw as required. Information of the enemy is continually reported to higher headquarters.

h. If the COP is controlled by the forward companies, the authority to withdraw the COP is normally delegated to the company commander. Based on information received from the outpost commander, the company commander normally orders it to withdraw when it has accomplished its primary mission and before it becomes decisively engaged. The company commander informs the battalion and adjacent unit commanders of the contemplated time of withdrawal, then notifies them when the withdrawal starts and when completed. If the COP loses all communications with the company commander, the outpost commander may order it to withdraw to prevent its destruction. He makes every effort to notify units adjacent to the COP and the company commander.

i. The techniques for conducting withdrawals and delaying actions are described in chapter 5. Elements of the COP delay the enemy forward of the FEBA, within their capability, without becoming engaged in close combat. If the enemy withdraws from the attack, the elements reoccupy the COP and maintain contact with the enemy with patrols. If the enemy forces a withdrawal of the COP through the FEBA, weapons within the battle area cover the withdrawal with their fires. Those elements attached to the forward company for use only on the COP are released from attachment when they pass through the FEBA.

109. Security of Assembly Areas

A battalion or larger unit may detail one or more companies to defend and secure an assembly area. However, every unit, regardless of size, is responsible for its own security and defense. This security normally is provided by defensive positions, patrols, and outposts.

110. Security of Rear Areas and Installations

A rifle company or smaller unit may be detailed to protect rear areas and installations against attack by airmobile forces, guerrillas, and infiltrators. Normally, the unit can provide this protection by selecting and preparing necessary defensive positions, by establishing an observation and warning system, and by retaining a mobile reserve. Security detachments may vary in size from individual sentinels to reinforced squads. They may include sentinel posts, outposts, and foot, motorized, mechanized, or airmobile patrols. These detachments suppress minor disturbances

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and alert the mobile reserve to more serious threats. The mobile reserve is prepared to attack the hostile force or to defend the installations from prepared defensive positions.

111. Rifle Company Participation in the Mobile Defense

a. Employment in the mobile defense normally dictates that the rifle company be either mechanized or motorized. The company may participate as a part of a battalion in the security forces, forward defense forces (fixing forces), or the reserve forces. When the rifle company participates in the mobile defense, the considerations for planning and conduct of the defense are essentially as outlined in paragraphs 112 through 129, with differences as outlined below:

(1) Blocking positions may be organized at battalion (and, exceptionally, at company) level for battalions located in the forward defense area. Blocking positions are organized for all-round defense on key terrain which dominates avenues of approach and canalizes attacking forces. Alternate or successive blocking positions are designated in depth (para. 130 through 132).

(2) Greater gaps exist between battalion blocking positions on the FEBA. Because of these greater gaps, there is an increased danger of enemy infiltration in strength, particularly when visibility is limited. Under these conditions, greater use is made of observation posts, listening posts, patrols, and surveillance means to cover the gaps between units.

(3) In the mobile defense, primary emphasis is placed on the offensive role of the division reserve to destroy the enemy.

(4) Security for forward defensive forces is provided by a GOP, observation posts, listening posts, and patrols. A COP is not normally used in the mobile defense.

b. When the rifle company is employed as a part of a battalion in a security force role on the division GOP, it will organize and conduct its operations as outlined in paragraph 108.

c. When the rifle company is employed as part of a battalion in the forward defense forces of the division in a mobile defense, it will organize and conduct its operations as a delaying action, an area defense (para. 112 through 129, and ch. 5), or some variation thereof. Regardless of how the defense is organized and conducted, the company must be positioned and prepared to fight and stay on its initial position if a change in the situation so requires.

d. When the rifle company is employed as the reserve of a

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battalion, the procedures outlined in paragraphs 139 through 142 will apply, except that the company will rarely be employed on the COP.

e. When the rifle company is employed as part of a battalion in the division reserve in a mobile defense, it will conduct offensive missions as described in chapter 3. As part of a reserve battalion, the rifle company may also organize defense areas within the division reserve area as required.

Section II. FORWARD RIFLE COMPANY— PLANNING THE DEFENSE

112. General

a. Guidance. The battalion order furnishes guidance for the company to organize and conduct the defense. It specifies whether the company is to defend its assigned area, or is to defend initially and be prepared to withdraw to rearward defensive positions.

b. Boundaries. Company boundaries are extended forward and to the rear of the FEBA to indicate the area of company responsibility. When a company is responsible for a portion of the COP, boundaries are extended forward of the COP; otherwise, they extend to the limit of ground observation.

c. Coordinating Points. Coordinating points are designated on boundaries to serve two primary purposes: to indicate the general trace of the FEBA and/or the COP, and to designate places on the ground where adjacent commanders coordinate defensive plans to insure mutual support. Commanders or their representatives coordinate at these points and decide whether unoccupied areas should be covered by fire (direct or indirect), by obstacles and fires, or by outposts and/or patrols. Adjacent unit commanders who wish to relocate a coordinating point may recommend the change to the commander who designated it. Adjacent commanders may make mutually acceptable minor adjustments, but they must inform the next higher headquarters.

d. Battle Area. The battle area is that which a company defends based on the estimate of the situation and orders.

(1) The term "ideal defensive terrain" in figure 15 is defined as having:

(*a*) Excellent short- and long-range observation with minimum dead space and no natural concealment for the attacker.

(*b*) Excellent fields of fire such that machineguns and flat-trajectory small arms are able to obtain grazing fire

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out to their effective ranges, allowing units to obtain optimum mutual support.

(*c*) Terrain that provides concealed and covered routes in the company rear area, favorable for evacuation, resupply, and shifting of troops.

(2) Such terrain is rarely available and, in specific defensive situations, the rifle company must adjust to less favorable terrain and will defend on variable frontages.

e. Forces Employed on the FEBA. Normally, the rifle company employs two platoons forward and one in reserve. A reserve is desirable in order to provide depth and flexibility to the company defense area. Under some circumstances, three platoons forward are necessary. In this event, the battalion commander usually places elements of the battalion reserve in position(s) to provide depth to the overall defense.

f. Formulation of the Defense Plan. The company commander develops his plan of defense based on his estimate of the situation (para. 33). He concurrently determines the disposition of his platoons, the use of supporting fires, and obstacles. He applies the fundamentals of defense to best accomplish the assigned mission under existing conditions.

113. Surveillance and Security

a. The company commander establishes a surveillance system to operate day and night throughout the company area. It includes the use of sentry and listening posts, observation posts, patrols, CBR detection devices, electronic surveillance devices (if available), infrared or other night-vision devices, trip flares and antipersonnel mines (to include flame mines), noisemaking devices, aerial observers, and any other means available. The object of the system is to give positive early warning of enemy approach and to detect and report enemy infiltration and activity in the company rear.

b. Normally, the company commander has each platoon establish one or more observation, listening, or sentry posts. They are usually located forward of the FEBA within effective small-arms range. Security posts are established in the rear area, normally by the company reserve, and in the unoccupied areas between forward platoons. These security posts consist of two or more men and may be equipped with appropriate surveillance devices.

c. Organization of the FEBA may result in the existence of gaps between battalion-size units. The rifle company can expect to pro-

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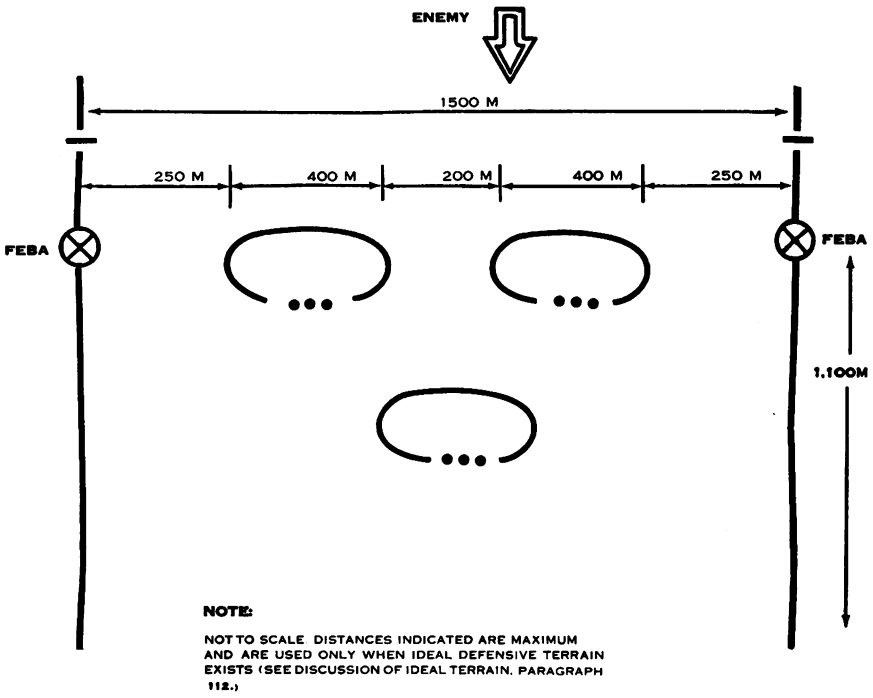

Figure 15. Rifle company defense (guide only).

vide mounted or dismounted patrols for surveillance of these areas, with the primary mission to detect enemy infiltration attempts.

d. Patrols are also used forward of the FEBA and in the company rear area primarily to cover areas not otherwise under surveillance. They normally operate at irregular intervals over a variety of routes to avoid establishing an obvious pattern of operation. They may be mounted or dismounted.

e. An adequate communication system is essential to the functioning of the surveillance system. Alternate means of communication must be provided.

114. Employment of the Rifle Platoon

a. Normally, the company organizes its defense on the forward slope of the terrain in its area, but it may use the reverse slope (para. 133 through 135) or a combination of both slopes.

b. The company commander analyzes the enemy threat and terrain, and assigns forward platoon areas which dominate ave-

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nues of approach and protect key terrain features. He considers the frontage each platoon is capable of defending under existing enemy and terrain conditions (fig. 16 and 17). He does not divide responsibility for defending an avenue of approach; he assigns the approach—and terrain that dominates it—to one platoon.

c. The company commander selects supplementary platoon positions to protect his flanks and rear. He may shift forward platoons to these positions to counter threats (fig. 16 and 17). The supplementary positions will be prepared after the forward positions.

d. The reserve platoon is normally positioned to provide depth to the company area. It protects and/or controls the most probable approaches through the company battle area as well as key terrain features in the company rear. Appropriate missions for the reserve and its employment are described in paragraph 123. When the reserve platoon is assigned the mission of supporting the forward platoons by fire, it should be located within the effective range of small-arms fire from the supported platoons though it should be at least 150 meters to the rear of their supplementary positions. The company commander designates supplementary platoon positions as necessary to protect the flanks or to control other terrain or approaches that cannot be controlled from the primary reserve positions.

e. The company commander preferably assigns platoon areas by indicating to each platoon leader, on the ground, his area of responsibility, the trace of the FEBA, and the flanks of adjacent platoons to permit coordination of fires. When time is limited, he may point out these locations on a map. Boundaries and coordinating points are rarely designated between platoons.

f. Daylight defensive and security dispositions frequently will not be suitable during periods of reduced visibility. Unoccupied areas between forward platoons, which can be covered by observed fire during daylight, may have to be occupied or patrolled at night. In other situations, daylight dispositions may have to be adjusted at night to form a more compact company defense. Plans for the redisposition of platoons and security must insure adequate surveillance and fire coverage of the increased gaps on the flanks, normally subject to approval by the battalion commander.

115. Employment of Organic Weapons and Attachments

a. General. Weapons organic and attached to the rifle company may be employed in general support or direct support, or they

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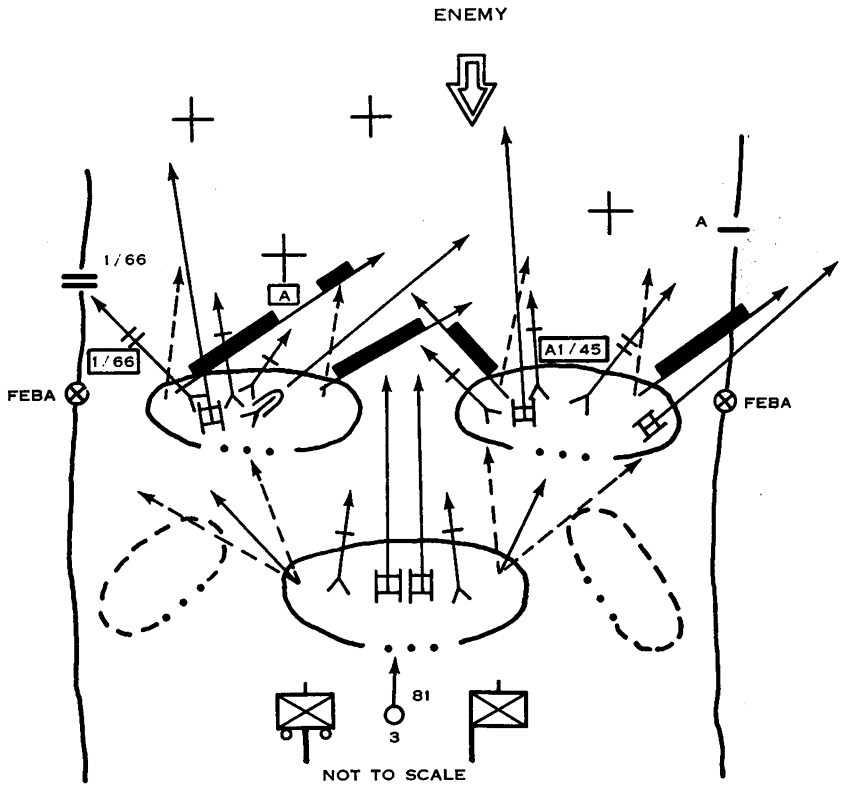

NOTE: SUPPLEMENTAL AND ALTERNATE POSITIONS WOULD BE SELECTED FOR ALL WEAPONS. INDIRECT FIRE CONCENTRATIONS WOULD BE PLANNED THROUGHOUT THE BATTLE AREA AND INDICATED BY CROSSES.

Figure 16. Company defense area, two platoons on FEBA (schematic).

may be attached to subordinate units. The method of employment should provide for maximum supporting fire, the greatest possible flexibility, and the most effective control that can be achieved.

(1) *General support.* General support requires the firing unit to provide support to all or a major portion of the company. The company commander retains overall control of the fires and movement of the unit. He designates priority of fire, initial target areas, and general emplacement areas, and he controls displacement. He controls the unit through its leader who selects specific weapons positions, controls fire and displacement, and insures that it is resupplied. The desirable characteristics of general support include flexibility in massing and shifting fires,

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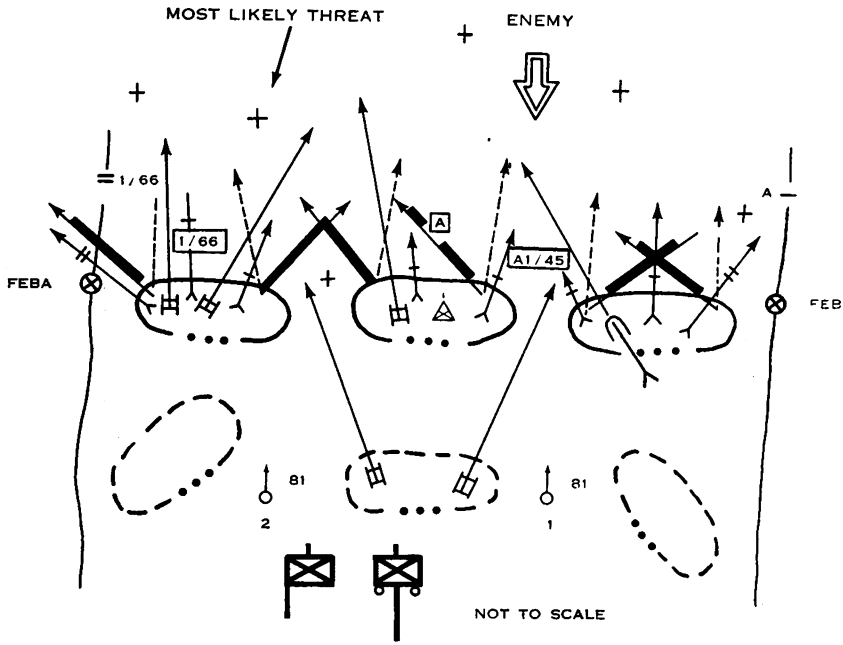

NOTE: SUPPLEMENTAL AND ALTERNATE POSITIONS WOULD BE SELECTED FOR ALL WEAPONS. INDIRECT FIRE CONCENTRATIONS WOULD BE PLANNED THROUGHOUT THE BATTLE AREA AND INDICATED BY CROSSES.

Figure 17. Company defense area, three platoons on FEBA (schematic).

continuity of support, ease of control, and simplicity of resupply.

(2) *Direct support.* When a fire support element is in direct support of a unit, it is responsible for delivering its fires in support of that unit. When the supported unit does not require fires, the fire support element may fill other fire requests. The direct support unit leader selects firing positions and controls displacement. Direct support is seldom employed at rifle company level for indirect fire weapons.

(3) *Attachment.* When one unit is attached to another, its control, tactical employment, and the responsibility for its combat service support pass from its parent unit to the commander of the unit that receives the attachment, to include feeding. When elements are attached to the rifle company, the company commander may use them in general or direct support, or he may further

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attach them. This decision is based on the characteristics of the equipment and the specific situations.

b. Company Mortar Section.

(1) Whenever possible, the company mortars are employed in general support. It is desirable that they be able to support all forward rifle platoons from one position area. Exceptionally, the forward rifle platoons may be too widely separated for the mortars to be used in general support, in which case they may be placed in direct support or attached to platoons. Method and areas of employment are designated by the company commander after coordination with the weapons platoon leader.

(2) When the company is responsible for the COP, the mortars may be positioned initially well forward but in rear of the FEBA, or one or more squads may be attached to the COP to provide adequate support for the COP.

c. Antitank Section.

(1) When possible, the antitank section is employed in general support for flexibility of movement to meet armor threats.

(2) When additional antitank protection is required and/or when the terrain does not permit free movement, one or both squads may be attached to the COP; or when the antitank section is employed in general support, the company commander assigns each squad a general position area and a principal direction of fire, based on the recommendation of the weapons platoon leader.

d. Tanks. Tanks and mechanized flamethrowers may be attached to the forward company. The company commander normally retains them under his control to permit flexibility in their employment during the conduct of the defense. When the tanks are so employed, the company commander assigns each a general position area and principal direction of fire, based on the recommendation of the tank unit leader; however, the tank platoon will normally be utilized as the company maneuver unit.

e. Davy Crockett. See FM 7–20.

116. Employment of Carriers

a. In the mechanized rifle company, carriers should be placed in hull-defilade positions in rear of the forward platoons to sup-

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plement the fires of the platoons with the carrier-mounted weapon and to provide security to the flanks and rear.

(1) When carriers are used in hull-defilade firing positions for maximum protection, the platoon leader will assign each carrier a sector of fire. When the carrier-mounted weapon cannot be employed mounted, it may be dismounted and integrated into the unit fire plan from its ground mount.

(2) If carriers are placed in a covered and concealed area, they should be close to the platoon area, normally the first suitable area in the rear of the platoon position. Carriers are dispersed and positioned to provide all-round security. The platoon leader will select alternate and supplementary positions and routes to them.

(3) Carriers are camouflaged as soon as possible, track marks that will disclose their positions are obliterated, and—time permitting— the carriers may be intrenched and their front and sides protected with sandbags.

b. The employment of carriers on the COP is as stated in *a* above.

117. Communication

a. In defense, the company installs a wire system to control its units and fires. Wire communication is preferred to radio because it is more secure. The company radio net is usually placed on listening silence to be used (if approved by the commander imposing the radio silence) in the event of wire failure. During movement, radio is the primary means of communication. If facilities fail, personnel at each end of the circuit will take action to clear the trouble.

b. Unless otherwise specified, a unit is responsible for maintaining contact with the unit on its right. The company commander normally specifies the action to be taken by the right forward platoon concerning contact with the right adjacent company. Similar responsibility exists from rear to front.

118. Fire Support Planning

a. General. Fire support planning in the defense involves the preparation of a coordinated fire plan designed to bring the enemy under fire as soon as he comes within air or ground observation (long-range fires); to hold him under an increasingly heavy volume of fire as he approaches the battle area (close defensive fires); to stop his assault by an intense barrier of fire immediately in

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front of the battle area (final protective fires); to destroy him by fire if he penetrates the battle area; and to support counterattacks (fires within the battle area). The plan includes fires of organic, attached, and supporting weapons on targets of opportunity, and prearranged fires that can be delivered under any condition of visibility. Defensive fire plans may include the use of smoke, illumination, CB agents and nuclear rounds. The fire plan is coordinated with the barrier plan to provide fire coverage of obstacles. (For further details on fire planning, see FM 7–20 and 6-series field manuals.)

b. Final Protective Fires. Final protective fires consist of the FPL of the machineguns employed by the forward rifle platoons and the barrages of the organic company mortars and supporting battalion mortars and artillery, reinforced by other direct fire weapons or munitions which can be laid to fire accurately under any condition of visibility. Normally, FPL will form the basis of the final protective fires, with the more flexible barrages used to cover avenues of approach and fill in the gaps and dead spaces. Ideally, machineguns along the FEBA should be positioned to achieve interlocking bands of grazing fire across the entire front. However, terrain and the resultant disposition of units will rarely permit this. Therefore, in fire planning, the commander should concurrently consider the capability of machineguns and location of barrages to insure that he can achieve a continuous band of fire across the entire front, or in front of any threatened area. It is essential that tentative FPL be walked to determine the extent of grazing fire available. Slight repositioning may provide better fields of fire. In addition, the commander plans obstacles and munitions emplacements to enhance the effectiveness of these fires. Based on the battalion commander's guidance, advice of his platoon leaders and appropriate mortar and artillery FO, and his own reconnaissance, the company commander assigns to his rifle platoon leaders responsibility for the exchange of final protective fires between rifle platoons. He selects the specific location of his organic mortar section barrage and any allocated mortar or artillery barrages, and he reports these exact locations to the battalion FSCOORD.

c. Final Protective Lines. Based on the guidance furnished by the company commander, the rifle platoon leader selects the firing positions of his machineguns and assigns each a fire mission. Where FPL are possible, positions are selected to achieve maximum grazing and flanking fire. Where responsibility for the exchange of FPL with adjacent platoons, including those of adja-

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cent companies, has been specifically assigned, the platoon leader will meet with the adjacent platoon leader(s) and survey these fires from the gun positions. An accurate plotting or report of the primary position of the weapon and trace of the FPL is submitted immediately to the company commander. While it is desirable to employ machineguns on the FEBA in pairs to maintain fire continuity, the small number of weapons available normally dictates that they be employed singly. The carrier-mounted weapon furnishes ground and air defense fires. If employed off the carrier, it should be positioned in the immediate vicinity of the carrier.

d. Barrages.

(1) Barrages are prearranged barriers of fire designed to stop or destroy the enemy forward of the FEBA. They are coordinated with other direct and indirect fires and with artificial and natural obstacles. Barrages are fired by mortars and artillery and are a part of final protective fires. Normally, barrages are planned to cover probable avenues of approach into the area to break up an enemy assault against positions on the FEBA. Barrages are usually planned so that the near edge of their impact area is as close as practicable to the FEBA and in no case more than 200 meters forward of the FEBA. Barrages take priority over all other fire missions. Artillery barrages are fired when the frontline platoon leader calls for final protective fires. They are normally ordered to be fired by the company commander in whose area they are located and, when delivered, are fired continuously at maximum rate for a specified time or until ordered discontinued by the company commander. A barrage may be repeated on-call if necessary. Only one barrage is assigned to a firing unit.

(2) The widths of barrages of various weapons are shown in appendix IV; a depth is not normally assigned to a barrage. The widths may be increased when necessary, but the effectiveness of the fire will be decreased proportionately. The battalion and company commanders may tentatively allocate the barrage under their control in their defense order and then make a final decision as to their specific allocation and locations after a study of the forward rifle company and platoon fire plans so as to best use the barrages to cover avenues of approach, gaps, and dead spaces in FPL. The battalion commander

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designates the general location of the barrages of the battalion mortar section, and his allocation of artillery. The company commander in whose area the barrage is located specifies its exact location to the artillery/mortar FO and reports the right and left limits of the barrage line to the battalion commander.

(3) Based on the weapons platoon leader's recommendations, the company commander assigns each mortar squad a barrage or assigns the entire section a barrage to cover approaches into the company area not covered by heavier barrages, or to extend or supplement the coverage of heavier barrages.

e. Antitank Defense.

(1) All antitank defenses, mines, barriers, and weapons should be integrated, mutually supporting, and protected by other fires.

(2) The company commander employs the antitank section, attached tanks, and other antitank means to destroy armor on likely approaches into the company area. He plans for these weapons to engage enemy armor at maximum effective range. These elements should be located so they can provide antitank protection laterally and in depth. Antitank squads are normally positioned in the forward platoon areas to take maximum advantage of their range; however, one squad may be positioned in depth when other antitank means are limited. The antitank squads are normally employed singly to cover a separate approach. Alternate positions are selected in case primary positions become untenable. Supplementary positions are selected as necessary.

(3) Tanks and antitank weapons may be employed in the company area under battalion control, in which case the antitank weapons under company control are positioned to complement their fires.

(4) After considering the protection offered by other antitank weapons, each rifle platoon leader places his weapons squad antitank weapons where they can cover the most likely armor approaches into the platoon area.

(5) The rocket launchers of company headquarters normally provide antitank protection for the company rear area as directed by the company commander.

f. Small-Arms Fire. In addition to the small-arms fire coverage

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provided by the assignment of platoon areas of responsibility, the company commander may specifically direct fire coverage of particular areas, such as unoccupied areas between a platoon and the adjacent unit. He may designate general firing positions for the machineguns for mutual support between platoons. Normally, machineguns are positioned by the rifle platoon leaders; however, because of the volume of automatic fire which can be delivered by this weapon, its presence is a large factor in the overall planning and conduct of the company defense. The company commander insures that FPL and/or sector(s) of fire of the machineguns tie in with the overall fire plan of his company.

g. Flame. Portable or mechanized flamethrowers and flame field expedients may be used to provide close-in support. See FM 20–33.

h. Nuclear Fires. The company commander insures that his defensive measures are in consonance with the higher headquarters nuclear fire plan.

i. Weapons Platoon. See paragraph 124.

j. Disposition of Fire Plan. The company fire plan is forwarded to the battalion commander for integration into the battalion plans. Subordinate leaders are informed of the approved fires available to them.

119. Barrier Planning

a. The barrier plan, originated by higher headquarters, is a coordinated series of obstacles which canalize, restrict, delay, or stop enemy ground movement. Barriers and obstacles are planned forward of the FEBA to delay or canalize enemy movement, and within the battle area to limit penetrations, provide a degree of flank protection, and canalize the enemy. The use of barriers is coordinated closely with the fire plan, disposition of units, and plans for the movement of friendly forces during the defense (para. 104). Care must be taken in planning barrier systems to avoid interfering with the rapid shifting of units.

b. A company barrier plan contains applicable portions of barrier plans of higher echelons. It also contains detailed instructions to subordinate units concerning the location and purpose of each barrier, and the responsibility of subordinate units for constructing specific obstacles of the barrier.

c. Obstacles are most effective when covered by fire (FM 31–10). Care must be taken to provide enough gaps and lanes in the barrier system to permit friendly forces to patrol and counterattack.

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d. An obstacle, either natural or artificial, should be exploited to the maximum in organizing an area for defense. Artificial obstacles are used to extend or supplement natural obstacles, if possible. The battalion or higher headquarters generally coordinates the use of extensive obstacles such as antitank ditches and minefields.

e. Barbed-wire entanglements are classified as tactical, protective, or supplementary, depending on their use.

(1) *Tactical wire entanglements* are designed to break up attack formations and to hold the enemy in areas covered by the most intense defensive fires. These entanglements are normally sited along the friendly side of machinegun FPL. They may extend across the entire front of a position but are not necessarily continuous.

(2) *Protective wire entanglements* are located to prevent surprise assaults from points close to the defensive positions. They are close enough to be observed day and night and far enough away to keep the enemy beyond normal hand-grenade range.

(3) *Supplementary wire entanglements* are used primarily to break up the pattern of tactical wire, thus deceiving the enemy as to the location of final protective fires. They are also used to connect platoon and company defensive areas and to canalize the enemy into areas of intensive fires.

f. The battalion commander may authorize the company commander to lay protective minefields (containing both antipersonnel and antitank mines) across likely avenues of approach within the company area of responsibility. These minefields provide local protection against infiltration and small-unit armor or infantry attacks. Mines may be laid in either standard or nonstandard patterns and are covered by fire. Antipersonnel mines are placed far enough from the frontline positions to keep the enemy out of hand-grenade range. The mines may either be buried or concealed on top of the ground. They are placed so they can be rapidly removed by the installing unit. Standard or improvised trip flares or other warning devices may be used to give warning of enemy approach. The company commander is responsible for laying, marking, recording, and reporting the mines; for removing or transferring the minefield, when necessary; and for coordinating with friendly troops who may enter or pass through the minefields in his area (FM 20–32).

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g. The use of toxic chemical contamination as part of the barrier plan is normally directed and coordinated by a higher headquarters. The company may be required to cover such areas by fire.

f. Antipersonnel munitions may be positioned at the discretion of the company commander to enhance the defense. They must be recovered when the company leaves its defensive area.

120. Counterattack Planning

a. A counterattack is a limited-objective attack designed to destroy or eject the enemy from an area of penetration and to regain lost portions of the battle area. The reserve platoon usually blocks to limit a penetration; however, in anticipation that proper conditions may develop, the company commander plans for the use of the reserve platoon to counterattack.

b. In planning for the counterattack, the company commander assumes likely penetrations of the FEBA and plans a counterattack to reduce each. He assumes the penetrations will include or threaten key terrain features and will be of such size that they can be contained by the forward platoons. Such criteria are necessary to justify a counterattack at company level.

c. Each counterattack plan is developed generally like any other plan of attack discussed in chapter 3. The maneuver element is normally the reserve platoon and/or any attached tanks. The plan consists essentially of control measures such as an LD and the route of it, a direction of attack, an objective and a fire support plan. The assumed LD is normally the LC for the assumed penetration. The attack is preferably directed at the flank of the penetration, with the maneuver elements avoiding friendly positions. Fires from these positions are used to the maximum to assist the maneuver element.

d. All subordinates are informed of counterattack plans; the plans are rehearsed if time permits. Leaders make necessary reconnaissance to accomplish the plans.

Section III. FORWARD RIFLE COMPANY— ORGANIZING THE DEFENSE

121. Priority of Tasks

a. Many of the tasks involved in organizing a defensive position are carried on concurrently, but some may require priority. The company commander specifies the sequence for the prepara-

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tion of the position and any special precautions to be taken regarding camouflage. A recommended sequence of tasks includes:

(1) Establish security (outposts and/or patrols).
(2) Position crew-served weapons.
(3) Clear fields of fire, remove objects masking observation, and determine ranges to probable target locations.
(4) Prepare weapons emplacements and individual positions, *to include overhead cover,* and camouflage them concurrently.
(5) Provide wire communication.
(6) Lay minefields and prepare important demolitions.
(7) Prepare obstacles (other than minefields) and less vital demolitions.
(8) Select routes for movement, supply, and evacuation.
(9) Select and prepare alternate and supplementary positions.
(10) Prepare CBR protective shelters as required.
(11) Prepare deceptive installations in accordance with deceptive plans of higher headquarters.

b. The organization of the position begins as soon as the troops arrive in the area and continues as long as the position is occupied. It may occur while the force is in close contact with the enemy, and an enemy attack may be delivered during any stages of organization. Maximum use is made of available fires to cover the organization, and smoke may be used to deny the enemy observation of the preparation of positions. If the area is occupied at night, it may require adjustment in daylight.

122. Organization of a Forward Platoon Defense Area

The company commander assigns the forward rifle platoon(s) an area to organize and defend. The platoon need not occupy all of the area; it organizes the best defensive terrain and covers the unoccupied portion by fire. The area should be organized for all-round defense and mutual support with adjacent platoons. The frontage a platoon can occupy (fig. 18) and the area it can defend are determined primarily by the mission, enemy, terrain and weather, organic strength of the platoon, and support available from other weapons located in the platoon area.

123. Reserve Rifle Platoon

a. The reserve platoon(s) is behind the forward platoons and provides depth to the company defense area (para. 114).

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b. The company commander assigns the reserve platoon a primary position and one or more supplementary positions. He specifies the order in which the supplementary positions will be prepared. He further assigns the reserve one or more missions and states the priority for accomplishing each. Appropriate missions for the reserve include:

(1) Limit penetrations.
(2) Protect the company flanks and rear.
(3) Support the forward platoons by fire.
(4) Perform surveillance in the company rear area and provide security.
(5) Participate in a counterattack.
(6) Participate in the COP.
(7) Air defense.

c. When the reserve platoon is on the COP, the company commander has other elements of the company prepare reserve platoon positions, when possible. Other elements of the battalion may be directed to assist the company in preparing reserve platoon positions.

d. The organization of a reserve platoon position is generally the same as for a forward rifle platoon except that final protective fires are not planned. The entire platoon normally occupies its primary position. When the terrain makes it difficult for the reserve to move to supplementary positions, it may have to organize and occupy more than one position initially. If so, the integrity of the rifle squads is maintained.

e. The company commander designates reserve platoon positions. He may order the platoon to move from one position to another as required by the enemy situation. In supporting the forward platoons by fire, the reserve platoon may fire into unoccupied areas between platoons and at any enemy attempting to attack the forward platoons from the rear.

f. When the company commander assigns security and surveillance missions for the reserve, he normally states such missions specifically. He may direct the reserve to establish air guard or listening posts. These may be located forward of, in rear of, or in unoccupied areas between forward platoons, or they may patrol throughout the company area and maintain contact with adjacent units. For additional discussion of security and surveillance, see paragraph 113.

g. Because it has a limited counterattack capability, a dis-

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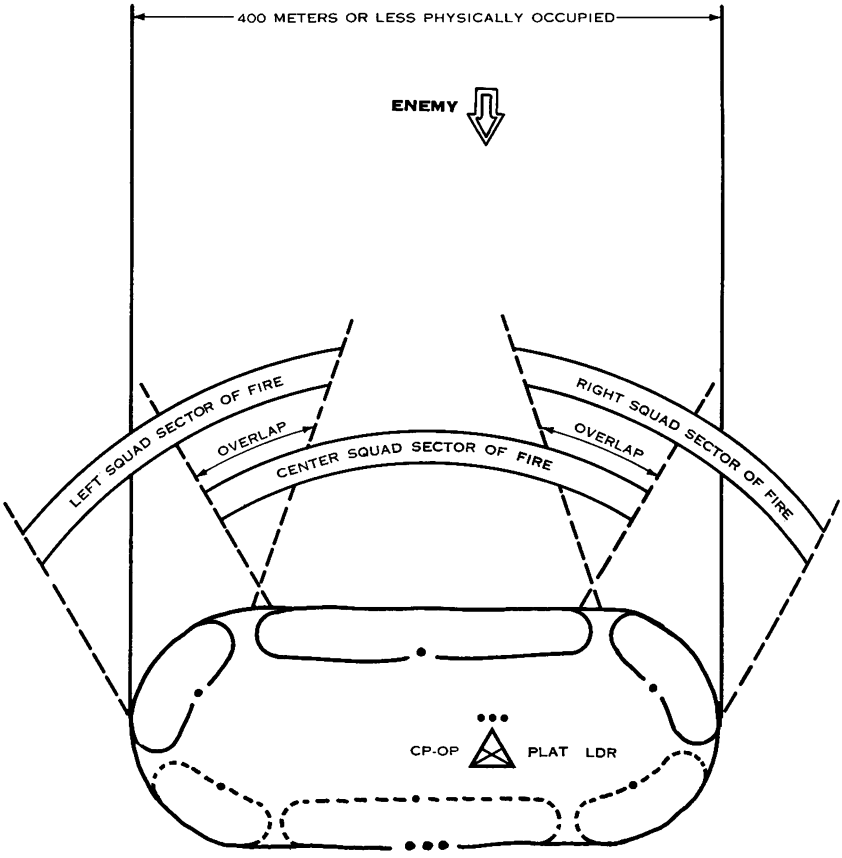

Figure 18. Typical dispositions of a forward rifle platoon (schematic).

mounted reserve platoon is rarely committed in a counterattack role. When assigned this mission, the reserve platoon leader prepares plans for his platoon to implement company counterattack plans. He may assist the company commander in preparing the counterattack plans. A counterattack plan is essentially the same as any attack plan (para. 53 through 64, and 120). All leaders of the reserve are thoroughly oriented on counterattack plans. The plans are rehearsed if time permits. For conduct of the counterattack, see paragraph 129.

124. Weapons Platoon

a. Missions and Employment.

(1) The primary mission of the antitank section in defense

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is the same as in offense: to provide antitank protection for the company. A secondary mission is to reinforce the fires of the other weapons located on the FEBA.

(2) The company mortar section provides close and continuous fires to the company. It accomplishes this mission by firing concentrations in support of the COP (if appropriate) and forward and in rear of the FEBA, and by firing barrages.

(3) See paragraphs 115 and 118.

b. Actions of the Platoon Leader. The weapons platoon leader normally receives the battalion defense order with the company commander. He may go with the company commander on his reconnaissance, or he may make a separate reconnaissance. He prepares recommendations on the employment of his platoon. When general support appears to be feasible, he prepares recommendations on general position areas, to include alternate and supplementary positions; changes in disposition of FO; the principal direction of fire for each antitank squad; and the location of company mortar fires.

c. Mortar Fire Planning. As soon as possible, the platoon leader coordinates with the artillery and/or battalion mortar FO and prepares a mortar fire plan. Based on instructions from the company commander, he plans the company mortar barrages and concentrations. He plans concentrations on likely target areas both forward of and within the battle area, and in support of any counterattacks (para. 115). He submits this plan to the company commander for approval. When approved, it is normally prepared in overlay or code form and distributed to the mortar and artillery FO. A single overlay showing all fires (mortar and artillery) by number should be given to the rifle platoon leaders.

d. Selection of Mortar Positions. Based on the general position area directed by the company commander, the section leader normally selects the position area for the squads, leaving selection of the exact sites to the mortar squad leader. Usually, the three squads are located in one general firing position area. In selecting the firing positions, the section leader concurrently evaluates the provision of maximum coverage for the company area; the maximum and minimum close-support ranges of the mortar; defilade; concealment; mask and overhead clearance; room for dispersion between squads; firm ground to support the base plate; routes for ammunition resupply; and security which may result from locating the position near a reserve platoon area.

e. Selection of Antitank Squad Positions. The antitank squad

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leader normally selects the exact firing position for his weapon based on his instructions. Observation and fields of fire forward of the position are essential. Backblast clearance is always considered. It is desirable, whenever the terrain and tactical situation permit, to select a position from which the squad can reinforce fires of other weapons along the FEBA as well as perform its primary antitank mission. The squad leader selects a number of alternate positions so the antitank weapon can move frequently while engaging enemy armor.

f. Light Antitank Weapons (LAW). The platoon leader employs his organic short-range antitank weapons to furnish close-in antitank protection, usually for the mortar squads. He specifies a principal direction of fire for each launcher to cover armor approaches.

g. Communication and Control. The elements of the weapons platoon employed in general support are controlled by the company commander through the weapons leader. The platoon leader positions himself where he can best help to control the elements of his platoon, or as the company commander directs. Wire is used to the maximum extent possible to communicate with the antitank squads, the FDC, and the FO. The wire system of the weapons platoon is supplemented by radio and by the wire facilities of the rifle platoons. The FDC is normally located close enough to the mortar positions for commands to be given by voice. Wire facilities are available, however, and may be used if required.

h. Ammunition Resupply. See paragraph 69.

i. Forward Observers and Observation Posts. One FO party is normally attached to each platoon. The observers adjust fire and, as a secondary mission, report information concerning the enemy. FO posts should give maximum observation of the approaches into the company area. When a mortar squad is *attached* to a rifle platoon, one FO party and one fire direction computer accompany the squad. The weapons platoon leader may establish a platoon observation post to supplement the observation of the FO with the rifle platoons. He, or any member of the platoon who can adjust mortar fire, may operate the platoon observation post.

j. Organization of Positions. As the squads of the weapons platoon arrive at their assigned areas, each squad leader places his squad in a temporary firing position where it can cover its assigned sector or principal direction of fire. The squads then work on their primary positions. The weapons are moved to the

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completed, camouflaged primary firing positions, and the platoon leader checks them at his earliest opportunity.

(1) *Antitank squads.* Emphasis is placed on clearing fields of fire and providing backblast clearance. After the primary squad position is prepared, the squad leader examines it from the direction of the enemy to check the camouflage and concealment. The squad then determines the ranges to the most likely target areas and prepares a range card. Finally, the squad prepares alternate and supplementary positions.

(2) *Mortar section.* After the primary mortar positions are completed, the squads emplace their mortars and begin registration. Normally, they first register barrages, then the concentrations farthest from the battle area. Coordination in registration is necessary to avoid endangering security and reconnaissance elements and work details forward of the battle area. The FDC maintains a firing data sheet with the data necessary to fire each barrage and planned concentrations. The mortar squads prepare alternate and supplementary positions.

125. Command and Administrative Installations

a. Observation Post. The company commander selects an observation post(s), normally in a forward platoon defense area. It should give the best possible view of the company defense area, its flanks and approaches. It is manned at all times by personnel of company headquarters, who report all enemy information. The commander may establish more than one observation post to provide observation over the entire company area of responsibility. Although the observation post is the company commander's battle station, he goes where he is needed. He keeps the command post informed of his location.

b. Command Post. The command post is set up in the rear portion of the company battle area. It is located preferably in a defilade position that is concealed from air and ground observation. Concealed and covered routes to the front and rear are desirable to facilitate communication and supply. A covered and concealed shelter should be constructed when practicable to assure uninterrupted operations under enemy attack. The command post normally provides its own security. Additional security may be obtained by locating it near or within a reserve platoon position. Personnel must be present in the command post at all times. The company aid post will be established at the command post for

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the temporary collection and care of casualties awaiting evacuation. Prisoners of war may be collected and held near the company command post until evacuated.

c. Company Trains. See paragraph 252.

Section IV. FORWARD RIFLE COMPANY— CONDUCT OF THE DEFENSE

126. General

This section deals with the conduct of the defense by a forward rifle company.

127. Conduct of the Defense During Daylight

a. The conduct of the COP is described in paragraph 108.

b. All leaders, observation post personnel, and FO search for targets for indirect fire weapons and call for and adjust their fire. Tanks and antitank weapons open fire on appropriate targets when the enemy comes within effective range. If it appears the enemy knows the location of the FEBA, all weapons along the FEBA open fire as he comes within their effective range. If it appears that the enemy is probing to locate the defense positions, the company commander may withhold fires until the enemy is well within effective rifle range; then all weapons along the FEBA engage appropriate targets within their sectors of fire. If the enemy attacks *without armor,* the defender's tanks and antitank weapons may engage appropriate targets. Leaders actively control the fires of their units to insure effective fire distribution. They move their weapons to alternate or supplementary firing positions as required.

c. The rate of fire increases as the enemy approaches the FEBA. If the attacking force includes tanks as well as infantry, the tanks are engaged by antitank weapons and medium artillery, while small-arms fire and light artillery are directed at the attacking infantry. Every effort is made to separate the tanks and infantry. The company commander moves his antitank squads and attached tanks to supplementary positions to reinforce the fires in a threatened area as required. If the infantry attack is repelled but the tanks continue to advance, small-arms fire is directed at tank periscopes and exposed tank crewmen, and light antitank weapons are utilized.

d. If the enemy is repelled, he is pursued by all available fire. If he breaks contact, units in the battle area reestablish local

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security and send patrols forward to regain contact. The defender delivers harassing and interdictory fires in areas where the enemy is likely to be regrouping. The FEBA is reorganized as soon as possible.

e. During the conduct of the defense, all leaders keep their next higher command informed of the situation at all times. Aggressive leadership on the part of all leaders is essential. Leaders move from place to place so they can influence the action through personal leadership.

f. If the enemy continues his advance through the close defensive fires, the platoon leader in the threatened area calls for his final protective fires. The platoon delivers maximum fires along with the barrages and machinegun final protective fires. If possible, elements of the flanks reinforce the fires of the platoon under assault. Flamethrowers, if available, engage the enemy. The company commander calls for the fires of indirect fire weapons not firing barrages to reinforce the fires in the threatened area.

g. If it appears that a penetration of the company sector of the FEBA is probable, the commander moves the reserve to supplementary positions from which it can block the penetration and or support threatened units by fire. If the penetration or threat is in the area of an adjacent company, he positions his reserve to protect his endangered flank.

h. If the enemy assault reaches the defensive positions, the defender repels him using every means available. Individuals along the FEBA continue firing until forced to take cover to protect themselves and their weapons from being crushed by tanks. They resume their firing positions and continue to fight as soon as the tanks pass. Tanks that penetrate the forward area are engaged by the antitank weapons positioned in depth.

i. If the platoon area is penetrated or if it is threatened from the flanks or rear, the platoon leader may adjust his defenses by moving men and weapons from the least engaged area into supplementary positions to meet the threat. If it becomes necessary, the company commander can improvise a reserve from available personnel and use it to reinforce the threatened area. He calls for the fires of all weapons that can profitably engage targets within the penetration. If organized resistance within the penetrated area has ceased, the company commander may call for indirect fires to be placed in the area. Fires are also placed across the base of the penetration to prevent the enemy from reinforcing it.

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j. The company normally attempts to limit a penetration of the forward platoons with the reserve and to destroy the enemy by fire. It relies on a higher echelon to eject the enemy by counterattack. Exceptionally, the company may counterattack (para. 129).

128. Conduct of the Defense at Night

a. At night, the company relies on patrols, listening posts, and surveillance devices to detect an advance or infiltration. If the company reduces the size of the defensive position at night, it must insure surveillance of the unoccupied areas created on its flanks.

b. The security elements report the advance of the enemy and call for illumination and/or interdicting fires. They withdraw before they become engaged in close combat.

c. Illumination is used extensively to expose the enemy as he approaches the forward platoon areas. It is the responsibility of the company commander to inform adjacent units of his intent to use illumination, or the possibility of its use, when such usage will hamper the operations of other units. When night-viewing devices are available, the area may be illuminated with only infrared light. As a general rule, weapons are not fired until targets are visible. When surprise is desired, fires are commenced only on the order of leaders. All leaders maintain rigid fire control to prevent indiscriminate firing which only results in needless expenditure of ammunition and disclosure of positions.

d. Normally, indirect fire concentrations, grenade launchers, and hand grenades will be utilized first to avoid disclosure of unit positions and automatic weapons. Leaders may direct some weapons to fire at flashes and, in some instances, at sounds. Crew-served weapons fire by using predetermined firing data or stakes and by using artificial illumination. Trip flares and flame field expedients such as fougasse can be used to provide illumination.

e. When the enemy starts his assault, the platoon leader calls for final protective fires in the threatened area. His riflemen and automatic riflemen fire within their sectors except as otherwise directed by their fire team leaders. Stakes, set up during daylight, assist them in covering their assigned sectors. They use hand grenades and mines to supplement other fires as the enemy gets close to the position.

f. Other aspects of the conduct of the defense at night are generally the same as for the conduct during daylight (para. 127).

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129. Counterattack

a. If the enemy penetrates the forward positions and seizes or threatens key terrain, all available fires are deliverd in an attempt to destroy or eject him. If this fails, the company commander must decide whether to try to block further penetration with his reserve or to counterattack. Normally, he does not attempt a counterattack unless the enemy has been stopped and is not being reinforced. To counterattack, his maneuvering force with its available fire support must be strong enough to destroy the enemy and restore the penetrated area. The company commander can rarely constitute so strong a counterattacking force. When an enemy force is strong enough to penetrate his forward positions, he usually has to retain all of his reserve to block it.

b. When the company counterattacks, the entire reserve with attached tanks not otherwise engaged is the maneuver force. All available fires are used to support the counterattack. The commander implements the appropriate counterattack plan, modifying it with fragmentary orders as necessary to meet the existing situation. The maneuver force, avoiding friendly positions, makes a quick, decisive assault and clears the penetrated area. Following the counterattack, the company commander may order all or part of the reserve to occupy and defend the area regained, or he may order the reserve to return to positions in the rear and have a forward platoon(s) reoccupy the area.

c. When the company commander decides to commit his reserve in a counterattack, he notifies the battalion commander immediately. He designates a small temporary reserve from available personnel such as personnel of company headquarters and drivers. He may order the temporary reserve to occupy a prepared reserve platoon blocking position.

Section V. PERIMETER DEFENSE

130. General

In a perimeter defense, the rifle company is physically disposed to meet an attack from all directions at once. The company may have to adopt this defense when it is separated from the remainder of the battalion either by enemy action or by its assigned mission. It will frequently be used when the company is in reserve positions, or in assembly areas.

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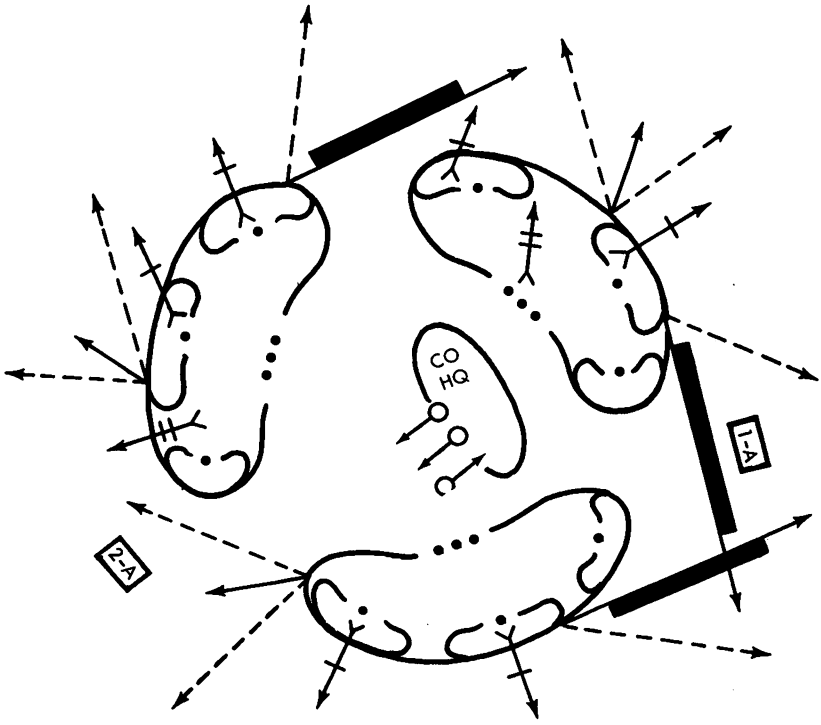

Figure 19. Rifle company in a perimeter defense (schematic).

131. Organization of the Defense

a. A perimeter defense established by a rifle company consists of a perimeter and a reserve area (fig. 19). Each of the platoons on the perimeter is assigned a portion to organize and defend. The reserve may consist of a portion of a rifle platoon plus elements of the weapons platoon and company headquarters acting as riflemen. If all elements of all rifle platoons are needed on the perimeter, the reserve may consist only of elements of company headquarters or a squad from one of the rifle platoons.

b. The frontages of the platoons on the perimeter are generally the same as described for the defense in paragraphs 112 and

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122, except that the company front is circular rather than linear. The company commander assigns platoon frontages based on the criticality of approaches, commanding terrain, and the observation and fields of fire available. Platoons covering the most probable approaches are assigned narrower frontages. Unoccupied areas between platoons are covered by fire and observation. In close terrain, unoccupied areas on the perimeters are generally reduced. These areas may have to be occupied at night or during periods of limited visibility.

c. Security is provided as described in paragraphs 113 and 122.

d. The employment of organic and attached weapons and surveillance devices in the perimeter defense is as described in paragraphs 115, 118, 122, and 124.

e. Machineguns are usually employed singly to provide adequate coverage of all probable approaches.

f. The company mortar section is usually centrally located in the reserve area.

g. Fires may be available to the company from fire support units outside the perimeter. Since resupply when surrounded is a major problem, it is vital to plan and utilize available fire support outside the perimeter. These fires are utilized as described in paragraph 118.

h. Communication is the key to a successful perimeter defense.

i. The company commander closely supervises the use of weapons on the perimeter to insure that unoccupied areas are adequately covered by fire and that maximum mutual support is achieved.

132. Conduct

a. The conduct of the perimeter defense is generally the same as described in paragraphs 126 through 129.

b. If the enemy succeeds in penetrating the perimeter, the company normally counterattacks. All available troops not actively engaged are used to destroy or eject the enemy and to restore the lost portion of the perimeter.

c. If under attack, resupply is usually accomplished by air. Helicopters are normally used to evacuate casualties.

d. Patrols are used to maintain contact with the enemy. The company is alert for any withdrawal of the enemy force. Should such a substantiated withdrawal occur, the company must be prepared for immediate redeployment, consistent with its implied or stated missions, on order of the battalion commander.

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Section VI. REVERSE SLOPE DEFENSE

133. General

a. Use. A reverse slope defense is one organized on the portion of a terrain feature that is masked by a crest from enemy direct fire and ground observation. All or any part of the forces on the FEBA may be on the reverse slope, depending on the terrain in the area to be defended and the situation. A successful reverse slope defense depends on control of the crest either by fire or physical occupation. The battalion commander may direct the occupation of a reverse slope position under the following conditions:

(1) When the forward slope is untenable because of enemy fire.

(2) When the forward slope has been lost or not yet gained.

(3) When the terrain on the reverse slope gives better fields of fire than the forward slope.

(4) To avoid a dangerous salient or reentrant.

(5) When possession of the forward slope is not essential for observation.

(6) To assist in achieving deception and surprise.

b. Advantages and Disadvantages. In a reverse slope defense, the forward elements of the battle area are protected from enemy ground observation and direct fire weapons. Enemy indirect fire weapons normally must deliver unobserved fires, which reduces their effectiveness. When the enemy has been deceived as to the true defense situation, he may advance to close contact before he realizes he has discovered the battle area; then it is too late for him to deliver nuclear fires without endangering his own forces. The defender may effectively employ deceptive measures such as dummy positions on the forward slope. These advantages permit greater freedom of movement, more detailed improvement of the position, ease of supply, and rest for the troops. Two major disadvantages are the difficulty of maintaining observation of the enemy and the restricted range for direct fire weapons. Without observation, the effectiveness of friendly direct and indirect fires is limited. Obstacles and minefields on the forward slope cannot be covered by direct fire weapons. If the enemy seizes the crest, he can have the advantage of attacking the battle area moving downhill while a counterattack to eject him must move uphill.

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134. Organization of the Defense

a. Disposition of Troops (fig. 20). The reverse slope is generally organized according to the fundamentals (para. 104). Special considerations include the following:

(1) Observation and security groups to include FO are established on, or just forward of, the topographical crest to give observation over the unit's entire front. These

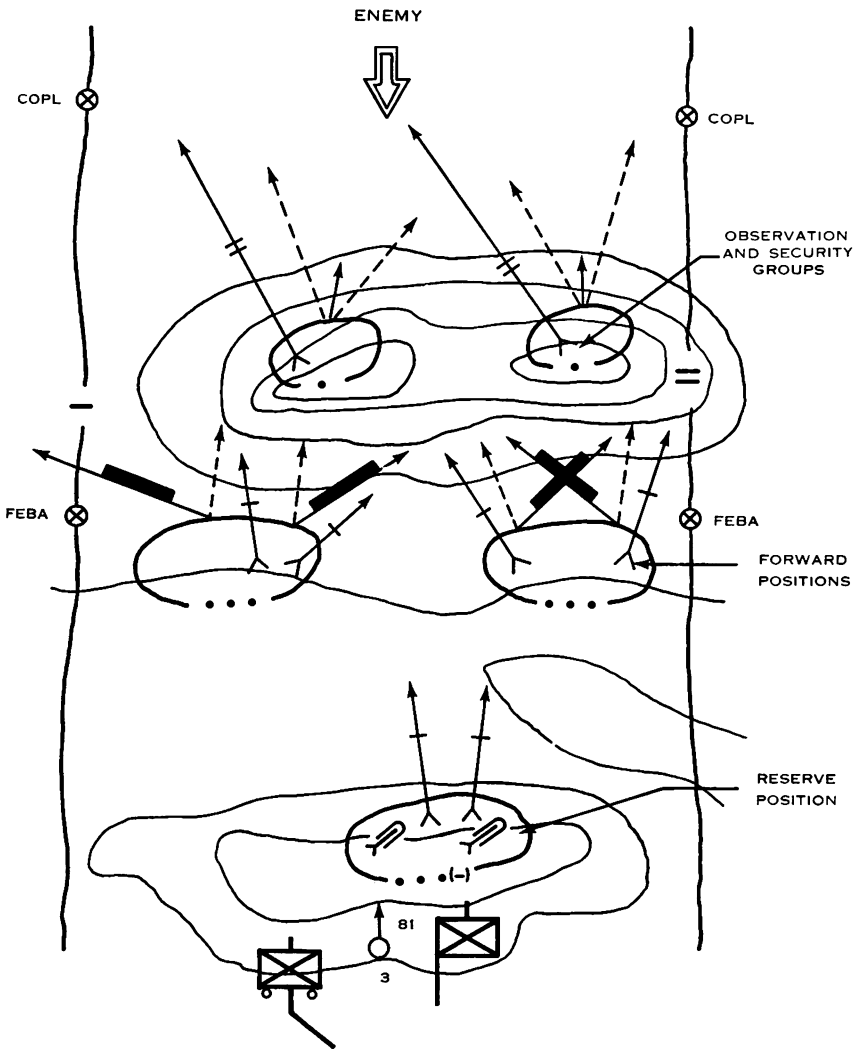

Figure 20. Rifle company in a reverse slope defense (schematic).

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groups may vary in size from two men to a rifle squad (usually from the reserve platoon). They may be reinforced with machineguns, antitank weapons, and tanks. At night, these groups are strengthened to prevent infiltration and surprise.

(2) The forward platoons are located within effective small-arms range of the crest. They are situated to permit maximum fire on the crest, the approaches around the crest, and the forward slope of adjacent terrain features. A desirable location for the reserve platoon is the military crest of the next high ground to the rear, if it is within supporting range of the forward elements.

b. Fire Support. The employment of organic and attached weapons and supporting fires in a reverse slope defense are generally as discussed in paragraphs 115, 118, and 124.

(1) Machineguns and other automatic weapons are placed where they can deliver the most effective surprise fire on the enemy as he crosses the crest. Their sectors of fire should provide maximum coverage between the FEBA and the crest. Machinegun FPL are designated as in the forward slope defense.

(2) In the reverse slope defense, antitank squads may be positioned in the reserve platoon area to better advantage than when defending the forward slope. Firing positions on the next high ground behind the forward positions often give better fields of fire than positions in the forward area.

(3) The reserve platoon in a reverse slope defense can often provide more effective fire support for forward platoons than in the defense of the forward slope.

(4) Barrages are normally placed along the topographical crest or forward military crest of the hill to deny it to the enemy (para. 118). When the FEBA is as much as 500 meters behind the crest, it may be more advisable to locate the barrages closer to the FEBA than to the crest. In this case, concentrations are planned on both sides of the crest to keep the enemy under fire as he advances toward the planned barrage area.

135. Conduct

The conduct of a reverse slope defense generally parallels that of a forward slope defense. The observation and security groups give warning of an enemy approach and delay and disorganize

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him with long-range fires. To give a better coverage of the front during periods of poor visibility, warning and illuminating devices such as trip flares, searchlights, infrared equipment, and antipersonnel mines are used extensively. As the enemy forces the observation and security groups to withdraw, prearranged concentrations are delivered on the forward slope to disrupt the enemy attempts to mass for an assault. Automatic weapons with the security groups are withdrawn first so they can occupy their primary firing positions before the enemy reaches the crest. Direct fire weapons within the battle areas withhold their fires until suitable targets appear. As the enemy crosses the crest, barrages (or concentrations) are fired. All other indirect fire weapons capable of firing concentrations do so in support of the threatened area. If the enemy makes a penetration, the counterattacking force destroys or ejects him and reestablishes the security groups on the crest. The fire of grenadiers should be allocated and utilized on forward slopes and crests.

Section VII. DEFENSE OF A RIVERLINE

136. General

a. The fundamentals of the defense of a riverline are the same as for other defenses (para. 104). Close cooperation with division engineers must be planned to have required equipment delivered on time and in proper locations.

b. The battalion order may require the company to defend on or close to the near bank or, if that terrain is not adaptable, on terrain farther to the rear which controls approaches from the river. When the FEBA is near the river, the COPL is located on the far side. When the FEBA is farther to the rear, the COPL may be either on the near or far side of the river, depending on the terrain.

c. The advantages afforded by a river obstacle are exploited to the maximum, but leaders and troops must be careful not to overestimate the value of the river as an obstacle. Much of the advantage may be lost if the river is frozen. This condition can be overcome with explosives or artillery.

d. Defense planners must consider the various means available to the enemy for crossing the river, such as individual flotation devices, boats, amphibious vehicles, and helicopters.

137. Organization of the Defense

a. Disposition of Troops. Forward platoon defense areas are

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selected and organized generally as described in paragraphs 114 and 122. When the FEBA is near the river, the forward platoons are positioned to cover the most probable crossing areas. When the FEBA is farther to the rear, forward platoons are positioned to cover the most probable approaches from the river. The company commander retains a reserve whenever possible. He may have to select many supplementary reserve positions to provide depth in areas of likely enemy crossing and to permit defense against an airborne attack.

b. Fire Support. The employment of organic and attached weapons and the use of supporting fires are generally as discussed in paragraphs 115, 118, and 124.

(1) When the FEBA is near the river, the following special considerations may apply: machineguns are positioned to cover likely crossing sites and avenues of approach to them; the terrain along a river usually offers excellent fields of fire and permits grazing enfilade fire to be delivered along the front; an FPL may be established to provide grazing fire on the far bank of the river.

(2) Antitank squads and attached tanks are positioned where they can cover likely crossing sites for amphibious vehicles and cover avenues of approach to the river.

(3) Barrages are normally planned on the far bank at probable crossing sites.

c. Security and Surveillance. Security and surveillance are as described in paragraphs 108, 113, and 123, with the following modifications:

(1) When the COPL is located on the far bank, tanks are seldom attached unless there are bridges or fords which can be kept intact for their withdrawal. Plans for withdrawing the COP include both primary and alternate crossing means. Crossing means available may include helicopters, boats, and carriers. When the COPL is on the near side of the river, elements of the combat outpost patrol aggressively on the far bank. The patrols are particularly alert to locate lucrative nuclear targets and to determine where the enemy will attempt to cross.

(2) When the FEBA is near the river, local security elements are often placed on the far bank where they patrol aggressively. The patrols are particularly alert for any enemy withdrawal which might indicate his intent to use nuclear weapons. Plans for withdrawing the security

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elements include both primary and alternate crossing means.

(3) Special consideration is given to providing adequate surveillance of rear areas to detect airborne attack.

138. Conduct

a. When security elements withdraw to the near side of the river, bridges are blown, fords are mined, and boats and barges are destroyed or withdrawn in accordance with directives.

b. The defender attempts to keep the enemy from crossing. The company commander shifts his reserve as necessary to block a possible penetration. If the enemy succeeds in crossing and making a penetration, the company normally contains the penetration until a higher echelon can counterattack.

c. If the FEBA is located farther to the rear, the company determines the enemy's likely crossing sites and avenues of approach, destroys him by fire, and may be ordered to counterattack while the enemy is astride the river, or block his exit from the landing areas. The destruction of the enemy force including his crossing equipment, rather than the restoration of the FEBA, is the primary consideration.

Section VIII. RIFLE COMPANY IN A RESERVE ROLE

139. Missions and Employment

a. The reserve of a battalion in defense consists generally of one or more rifle companies and all or a portion of a tank company. Normally, the battalion reserve maneuver elements will be teams (infantry-tank).

b. A reserve rifle company may be assigned one or more of the following tasks:

(1) Block or canalize an enemy penetration.
(2) Protect the battalion flanks and rear.
(3) Act as the maneuver element in a counterattack.
(4) Perform security and surveillance missions.
(5) Assist in preparing forward company defense areas.
(6) Cover the withdrawal of forward companies.
(7) Relieve a forward company.
(8) Support the forward companies by fire.
(9) Furnish force for the COPL.

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c. The battalion commander designates blocking positions in the battalion rear area. He specifies the priority of construction and designates the positions to be occupied initially.

d. A reserve rifle company may be required to attach elements (normally rifle platoons) to the forward companies for use on the COP.

e. The company may be given the responsibility for providing the entire COP forward of the battalion. This may occur when time for preparing the forward company area is limited, when the COPL is beyond supporting distance of the forward companies, and when a COP is to be established forward of new defensive positions in a night withdrawal (para. 108).

f. The company provides security of the battalion rear areas as directed by the battalion commander. The battalion rear area is the area inclosed by the flank boundaries, a line generally parallel to the front running through the rear of the forward company boundaries, and a line generally parallel to the front running through the rear of the battalion flank boundaries. The rear area security mission normally requires the reserve company to provide protection against attack by airborne forces, guerrillas, and infiltrators in the rear area (para. 110). Rear area security measures may include the use of observation, sentinel, and listening posts; foot and motorized patrols; roadblocks; and warning and surveillance devices (para. 113 and 123).

140. Organization of Positions

a. Reserve positions are organized generally the same as in a forward company area (para. 121 through 125) except that final protective fires are not planned.

b. The company mortar section may be directed to reinforce the fires of the mortars of a forward company (para. 115). In this case, barrages are planned and fired as requested by the reinforced unit. When no reinforcing mission is assigned, the mortars of a reserve company do not fire barrages. They may be assigned concentrations to fire, subject to the battalion commander's approval. Mortars will be prepared to fire within and to the flanks of the battle area and to support the battalion counterattack.

c. The construction of obstacles is coordinated closely with battalion to permit the desired movement of friendly forces in the battalion rear area.

141. Counterattack Planning

a. The battalion commander directs the preparation of bat-

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talion counterattack plans. The battalion reserve is normally the counterattack maneuvering force, though other elements of the battalion are often included. The plans normally attach all friendly forces in the penetrated area to the maneuvering force.

b. Each battalion counterattack plan should assign the maneuvering force an LD, direction of attack, and objective. An attack position may be designated but used only when necessary. The company commander prepares a plan for his company to implement each of the battalion plans.

142. Conduct

a. Throughout the conduct of the defense, the reserve company commander keeps informed of the situation and, in turn, informs his subordinates. The entire company must react quickly and effectively to battalion orders. The company commander anticipates the possible commitment of his company and prepares plans accordingly.

b. The company or its elements may be ordered to move to positions to block or canalize an enemy penetration, or to protect the battalion flank(s). Movement is rapid (by vehicle, if possible) and over previously reconnoitered routes that permit maximum speed, concealment and cover. For conduct of the defense from these positions, see paragraphs 126 through 129.

c. When the company participates in a counterattack, the original plan will normally have to be revised by fragmentary orders. The success of the counterattack depends largely on surprise, boldness, and speed of execution. When the enemy has been destroyed or ejected from the penetrated area, the company may be ordered to assume responsibility for that area or to move to positions in the battalion rear. If the counterattack force cannot entirely restore the original battle area, it consolidates the ground gained.

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CHAPTER 5
RETROGRADE OPERATIONS

Section I. GENERAL

143. Introduction

a. The battalion commander must give his approval before the company or its elements may start a retrograde operation.

b. The movement may be by foot, ground vehicle, aircraft, or a combination of these means.

c. The rifle company normally participates in a retrograde operation as part of a larger force. (See FMs 7–20, 7–30, and 61–100.)

144. Types of Retrograde Operations

Retrograde operations are classified as three basic types:

a. Delaying action is an operation in which a force under pressure trades space for time while inflicting maximum punishment on the enemy without becoming decisively engaged in combat.

b. Withdrawal is an operation in which all or part of a deployed force disengages from the enemy so it can initiate some other action.

c. Retirement is an operation in which forces not in contact move away from the enemy according to their own plan and *without direct pressure.*

145. Purpose

Retrograde movements are conducted for the purpose of maintaining the integrity of forces and, additionally, for accomplishing one or more of the following:

a. Harass, exhaust, resist, delay, and inflict punishment on the enemy.

b. Draw the enemy into an unfavorable situation.

c. Permit the use of elements of a force elsewhere.

d. Avoid combat under undesirable conditions.

e. Gain time without fighting a decisive engagement.

f. Disengage from combat.

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g. Place the forces involved in a desired position in relation to other friendly forces.

146. Basic Considerations

a. Commanders must strive to keep the morale of the troops high. Troops should be informed that the action is part of a sound plan with a specific purpose. Rumors and exaggerated reports of enemy capabilities are countered by keeping the men informed. Forceful leadership, strict discipline, control, planning and coordination are required. The presence of leaders and commanders at critical points is mandatory.

b. Terrain is exploited to the maximum. Maximum use is made of natural or artificial concealment and cover. Natural obstacles may be supplemented with minefields, toxic chemical agents, atomic demolition munitions, and other artificial obstacles to strengthen defenses, protect exposed flanks, and delay and disorganize an enemy attack. Emphasis is placed on denying avenues of approach and key terrain features to the enemy.

c. Because retrograde operations are usually more difficult to control than other operations, plans, orders, and coordination are accomplished in greater detail. The responsibility for executing the plans is often decentralized. Plans should be flexible and alternate plans prepared as time permits. Leaders at all echelons must be thoroughly familiar with the concept of the operations so that they can make sound decisions if they lose contact with higher commanders. Retention of the initiative is important. Close combat is avoided unless required to accomplish the mission.

d. Close cooperation and coordination are required when a withdrawing force passes through a friendly unit. Plans include measures for mutual recognition, routes to be used, points of passage, responsibility for zone, and priority of routes in rear. The withdrawing unit passes through as quickly as possible to reduce the period of concentration. The withdrawing unit commander is responsible for notifying the unit in position when the last withdrawing element has passed.

e. Ground and air transportation is used, when possible, to move units rapidly. Detachments left in contact and covering forces normally have transportation priority. Special measures are needed to control traffic at critical points.

f. The enemy may be expected to follow up any retrograde movement relentlessly and to strike a withdrawing force from any direction. For security, the withdrawing force moves rapidly

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under the protection of mobile security forces which maintain contact with the enemy. They set up antitank and air defense, and take measures to counter enemy airborne landings.

g. Civilian refugees must not hinder operations by blocking routes. Higher headquarters will help plan for the control and handling of refugees.

h. Appropriate plans are made to insure that adequate supplies and equipment are at each successive position. Supplies should not be greater than the anticipated need and materiel should not be allowed to fall into enemy hands. The commander who directs the retrograde operation authorizes destruction of nonmedical supplies and equipment which cannot be evacuated and delegates responsibility for such destruction. Medical supplies which cannot be evacuated are abandoned on position.

i. Every effort is made to prevent casualties from being captured. Aircraft can be used to speed evacuation of casualties and release ground transportation for other purposes.

147. Withdrawal

a. Withdrawal is an operation in which all or part of a deployed force disengages from the enemy so it can initiate some other action. It may encompass a rearward passage of lines.

b. A withdrawal may be conducted during daylight or at night.

c. Preferably, a withdrawal is made voluntarily and, to deceive the enemy, with as much secrecy as possible. Deception is easiest at night or under other conditions of reduced visibility. For this reason, the technique involved when the withdrawal is based on deception is referred to as a *night withdrawal.* The night withdrawal technique may be used during daylight hours in smoke or haze, or during inclement weather which limits visibility, and in the absence of definite enemy pressure.

d. When a unit is forced to withdraw and has no chance of doing so secretly, it must disengage by fighting the enemy until it can gain freedom of action. Such a withdrawal, made under pressure and without deception, is referred to as a *daylight withdrawal*—even when it is made at night.

e. Detailed plans are made for a withdrawal to include:

(1) The time (H-hour) and priority for the withdrawal of forward units.

(2) Control measures.

(3) Weapons attachments.

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(4) Complete reconnaissance.
(5) The composition of the forces to be left behind the main body (mission, size, disposition, and weapons with the covering force or the detachments left in contact).
(6) Administrative details.
(7) Security measures.
(8) The mission to be performed in the new area.

f. As soon as the company commander receives a warning order for a withdrawal, he and his subordinate leaders, in turn, issue their warning orders. When possible, orders are transmitted personally by the company commander or his representative to avoid assembling the leaders of units in contact. Withdrawal orders are not transmitted by electronic means except in extreme emergencies.

g. Leaders reconnoiter the new positions and the routes to them as thoroughly as time permits. Enemy action may make it advisable for the leaders of units in contact to remain with their units and appoint representatives to conduct this reconnaissance.

h. If the withdrawal is in conjunction with a rearward passage of lines, plans must be made to coordinate supporting fires, routes, times, and responsibilities of the various units. These procedures are the same as for a forward passage of lines (para. 168 through 171).

148. Retirement

a. A retirement is an operation in which forces not in contact move away from the enemy according to their own plan and without direct pressure. When a withdrawal from action precedes a retirement, the retirement begins after the main forces have broken contact and the march columns have been formed.

b. A rifle company normally participates in a retirement as a part of a larger force. It receives specific orders as to the mission, time, type of movement, routes, and march objectives. The company may provide part of the security for the main body (rear, flank, or advance guards), or it may march as part of the main body. For a discussion of the actions of the company during movement, see chapter 11.

149. Stay-Behind Forces

a. Stay-behind forces may be established as a directed action by higher headquarters to accomplish a specific mission, or as a result of all or part of a unit being cut off by enemy action.

b. When a unit is ordered to act as a stay-behind force, plans

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for its activities are prepared in detail before the operation. They include plans for resupply and withdrawal. Appropriate missions for a stay-behind force include calling for and adjusting fires, locating targets, reporting enemy information, and destroying key installations. The force should occupy a concealed area until the enemy attacking echelon has passed. It avoids detection by the enemy, consistent with the accomplishment of its mission. It conducts offensive actions generally as described for raids (para. 210 through 212). Helicopters may frequently be used to withdraw stay-behind forces.

c. Forces that are cut off by enemy action can accomplish many of the missions described in *b* above.

(1) When a unit is cut off, its commander uses all means to notify his next higher commander of the situation and ask for instructions. If the higher commander orders the unit to destroy enemy rear installations, attack enemy forces from the rear, or otherwise disrupt the enemy attack, the cut-off unit acts as discussed in *b* above. The higher commander may order the unit to fight its way through enemy lines to rejoin friendly forces. If so, the two commanders coordinate the action closely. The higher unit may assist the breakthrough with supporting fires and a limited-objective counterattack.

(2) If the cut-off unit is out of communication with its parent unit, the commander of the cut-off unit decides what action to take based on his knowledge of the situation and the concept for the operation. He considers his own situation (condition of the men, unit strength and mobility, and his food, ammunition, and fuel supply); enemy strength and mobility; probable location of friendly forces; terrain; and the higher unit mission. He fights his way through to friendly forces if he has a reasonable chance for success. If he is deep in enemy territory with little chance of rejoining friendly forces with the bulk of his equipment he may decide to do all the damage he can to the enemy rear area before trying to get through. He retains his force as a unit, evading the enemy except when attacking an installation or an enemy force. He sends out patrols to provide security and information of the enemy and terrain. If his unit is surrounded and his force is adequate, he breaks out of the encirclement. He makes maximum use of captured materiel. The cut-off

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force continues to fight as a unit until it no longer has the capability of fighting. The commander may then divide it into small groups and have them infiltrate through enemy areas. For techniques of evading the enemy while returning to friendly lines, see FM 21–76.

Section II. NIGHT WITHDRAWAL

150. General

a. The success of a night withdrawal depends primarily on secrecy and deception. Troops and weapons withdraw and assemble as quietly as possible. Detachments left in contact protect and conceal the withdrawal of the main body. They simulate the normal activities of the unit by their fires, patrolling, and other deceptive means. In preparation for a night withdrawal, the battalion commander may prescribe special tactical measures to confuse and disrupt the enemy, such as limited-objective attacks and raids.

b. The battalion order prescribes the time of withdrawal; general strength and composition of the detachments left in contact; company assembly areas, routes of withdrawal, route priorities, and any additional control measures required; action to be taken in case of hostile attack; attachment of supporting units to the company for the withdrawal; and instructions pertaining to the withdrawal of the detachments left in contact. The order also covers the organization of the new position to the rear, if appropriate.

151. Planning

a. When the company commander receives the battalion order for a night withdrawal, he issues a warning order immediately and starts his planning. He makes maximum use of available daylight for reconnaissance. All leaders, including squad leaders, reconnoiter routes to the rear and assembly areas as thoroughly as available time and the enemy situation permit (para. 147). The battalion commander may prescribe restrictions on the size and movement of reconnaissance parties. Activities in preparation for the withdrawal must not compromise secrecy.

b. Frequently, the leaders of the company cannot reconnoiter the new position personally (para. 147). Since the company executive officer will be employed to command the detachments left in contact, the company commander normally directs the weapons platoon leader to command a reconnaissance detail for

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the new area. This detail should consist of at least one representative from each rifle platoon (normally the platoon sergeant) and may include others, such as communications personnel. Based on guidance from the company commander, the weapons platoon leader selects platoon defense areas and weapons positions, and he makes appropriate plans for the commander pertaining to the organization of the new position. The rifle platoon representatives prepare plans for the organization of their new platoon defense areas. For simplicity, the disposition of units in the new position is relatively the same as in the old position. When time permits, the reconnaissance detail installs wire lines in the new position. Frequently, the detail does not return to the company, but remains in the new area.

c. The company commander may designate platoon assembly areas for the withdrawal and platoon routes to the company assembly area. Platoon assembly areas are normally immediately in rear of each platoon position. The company commander designates a portion of the company assembly area for each platoon. He specifies measures to be taken to secure the company assembly area.

d. The platoon leader will designate squad assembly areas and routes to the platoon assembly area. A squad assembly area is normally immediately in rear of the squad position.

e. Routes and assembly areas are marked for ease of identification at night, if such marking will not compromise secrecy. Plans are made for the use of guides.

f. To facilitate control during the withdrawal, supporting weapons are normally attached to the rifle platoons in whose areas they are located. Platoon leaders may further attach them to the rifle squads. These attachments are normally effective only for the withdrawal.

152. Detachments Left in Contact

a. The detachments left in contact protect the withdrawal of the main body by deception and resistance. The strength of the detachments usually does not exceed one-third of the company's rifle strength, plus about one-half of the organic support weapons of the rifle company. Normally, one rifle squad is left in each platoon area of the forward rifle company. As a platoon withdraws, the men left in place move as necessary to cover the most dangerous approaches into the platoon area, and at the same time they furnish close protection for supporting weapons. The squad

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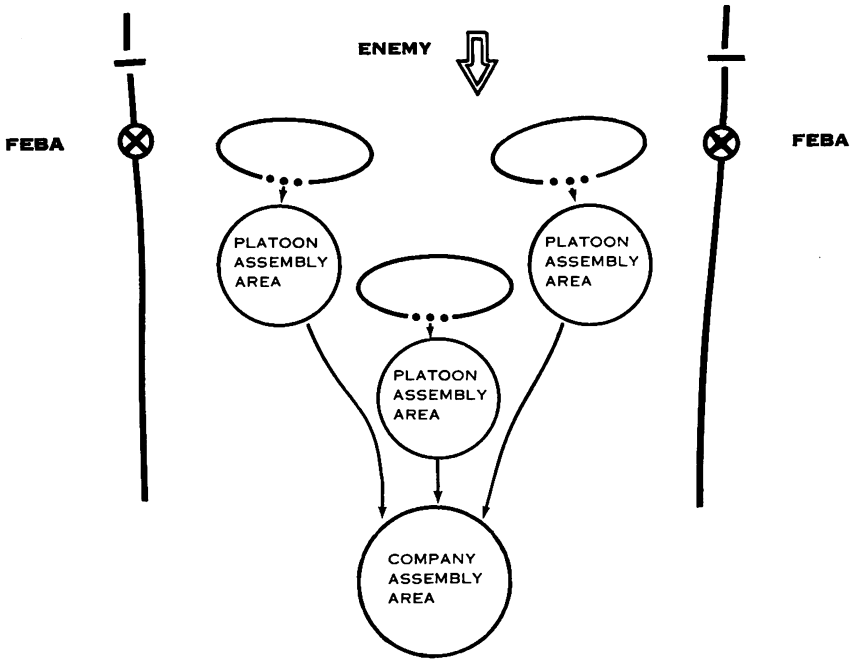
ENEMY
FEBA
FEBA
PLATOON ASSEMBLY AREA
PLATOON ASSEMBLY AREA
PLATOON ASSEMBLY AREA
COMPANY ASSEMBLY AREA
ELEMENTS OF THE COMPANY SPECIFIED BY HIGHER HQ REMAIN AS DETACHMENTS LEFT IN CONTACT. THEY WITHDRAW IN A SIMILAR MANNER IF NOT UNDER PRESSURE: IF UNDER PRESSURE THEY WITHDRAW AS SHOWN IN FIG. 22

Figure 21. Night withdrawal (schematic).

from the reserve platoon may patrol the company rear area or block a dangerous approach into the flank or rear. The detachments left in contact use night-surveillance devices to help detect any enemy action that might hinder the withdrawal.

b. The crew-served weapons remaining in the area of the forward rifle company are attached to the detachments left in contact for their protection and the protection of the withdrawing main body, and to provide normal fire patterns to deceive the enemy. Not more than two of the company mortars are left to support detachments left in contact.

c. Since tanks, missiles, and recoilless weapons cannot be employed with maximum effectiveness during periods of reduced visibility, they may be withdrawn by infiltration before the main body withdraws. They may remain with the detachments left in contact if there is a definite threat of enemy armor, or if deception would be jeopardized by moving them. If tanks, missiles,

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and recoilless weapons remain with the detachments left in contact, provisions must be made to provide artificial illumination to permit their employment by the gunners. All tanks, missiles, and recoilless weapons left with the detachments left in contact withdraw immediately before or at the same time as other elements of the detachments. At least one recoilless rifle per rifle platoon remains with the detachments left in contact to provide close-in antitank protection.

d. Usually, the company executive officer commands the company detachments left in contact. A rifle squad leader commands the platoon detachments.

e. A reserve rifle company normally does not leave detachments in contact. The reconnaissance platoon usually provides rear area security for the battalion, but a platoon of a reserve company may be assigned this mission. A reserve company normally establishes the COP for the battalion's new defensive area.

153. Employment of Carriers

When the mechanized rifle company makes a night withdrawal, carriers may be withdrawn using one of the four techniques outlined below.

a. Carriers, except those provided for detachments left in contact, may be withdrawn shortly after dark a few at a time to company assembly areas. Artillery and mortar fires are used to cover the noise of movement. This technique may be used when routes to the rear are limited and when early movement of carriers can be made without compromising secrecy.

b. All carriers may remain initially in their foward positions. The main body moves on foot to the rear to a predesignated assembly area(s) or along a route(s) where they may later be picked up by carriers remaining on position. Immediately prior to the withdrawal of the detachments left in contact, carriers for the main body begin their movement to the rear where they pick up designated elements of the main body. (It is essential that plans provide for loading of dismounted elements on specifically designated carriers. This will facilitate loading and insure retention of tactical integrity during the remainder of the move and on the next position.) Until these carriers on the initial position (usually each with two or three men) begin their withdrawal, they may add additional firepower to the detachments left in contact. This technique is appropriate when multiple routes to the rear will enable a quick and orderly withdrawal of all carriers and

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when there is danger of compromising the secrecy of the withdrawal by earlier movement.

c. All forces on position may withdraw simultaneously without using detachments left in contact.

d. Selected carriers may be withdrawn to company assembly areas during daylight, using infiltration techniques, unless movement is restricted by higher authority. This technique may be used to vary the pattern of withdrawal, when the unit is delaying on an alternate position, when an enemy attack is probable and secrecy is not a predominant factor, or when a night attack is imminent.

154. Conduct of the Night Withdrawal

a. The rearward movement of all rifle company elements in a night withdrawal (fig. 21), less the detachments left in contact, begins simultaneously at the designated time. Individuals move to squad assembly areas; squads move to platoon assembly areas; and platoons move to the company assembly area. Column formations are normally used for ease of control. The movement is made quietly and rapidly. Consistent with the battalion traffic-control plan and the reconnaissance made by platoon leaders, each platoon may be sent immediately to the rear as it arrives at the company assembly area. Sometimes, the entire main body of the company may be assembled before any element is sent to the rear, although such halts are avoided if possible. Every effort is made to maintain continuous movement. Transportation meets the company as far forward as practicable. The battalion commander prescribes the limit for forward movement of transportation. Vehicles move singly or in small groups, using blackout or infrared lights.

b. The detachments left in contact provide the primary security for the company withdrawal. The company commander provides additional close-in security with small detachments to the front and rear of the main body and elements to block routes into the flank. The main body normally maintains radio listening silence. It may use wire lines along the route for communication with the battalion commander.

c. Subsequent to the initiation of the withdrawal, and at the discretion of the company commander, the commander of the detachments left in contact (normally the executive officer) assumes responsibility for the area. Squads in each forward platoon area move as planned to cover dangerous approaches and protect crew-served weapons. Existing wire lines are used for control. Enough radios are left with the detachments left in contact to

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communicate with battalion and to simulate normal traffic on the company nets. All actions of the detachments left in contact are designed to simulate the normal activity of the company.

d. If the detachments left in contact are attacked, they defend to the extent of their capability. They do not withdraw without authority of the commander of the battalion detachments left in contact. If communication is lost, the commander acts in accordance with planned instructions covering this possibility.

e. At the specified time or on order, the detachments left in contact withdraw simultaneously. Squads normally move directly to the company assembly area. Before withdrawing, the detachments spoil wire lines by removing sections of the wire. The company detachments left in contact designate small groups to provide security for the movement from the assembly area to the rear. The reconnaissance platoon screens the movement and maintains contact with the enemy.

Section III. DAYLIGHT WITHDRAWAL

155. General

a. A daylight withdrawal is generally undesirable but may be forced by enemy action. It is usually characterized by the forward elements fighting as they withdraw, with units in the rear covering the withdrawal and assisting the forward elements in breaking contact.

b. The successful execution of a daylight withdrawal depends to a large extent on effective planning, control, speed of movement, proper use of available firepower, and strong leadership.

c. Often, the battalion order for a daylight withdrawal is fragmentary. It normally prescribes the positioning of the battalion covering force; the company zone and/or route(s) of withdrawal, assembly area (if used), and other measures to control movement: the attachment of supporting units to the company; the sequence of withdrawal; and instructions for occupying delaying or defensive positions to the rear. The exact time of withdrawal may or may not be announced initially.

156. Planning

a. Planning for a daylight withdrawal is as detailed as time permits. It is desirable for all leaders to reconnoiter withdrawal routes, zones, and subsequent positions, but time will normally permit only limited reconnaissance. Reconnaissance parties may be used to reconnoiter successive positions. The company com-

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mander issues a fragmentary warning order as soon as possible so his subordinates can plan concurrently with him. Fragmentary orders are issued as plans are formulated. The company commander:

(1) Assigns each forward platoon a zone and general route of withdrawal so he can coordinate and control their movement. He may also designate checkpoints. The zones of withdrawal extend as far to the rear as it is anticipated the platoons will move while deployed. Usually, this is no farther than the location of the company covering force (company reserve), but may be farther for those platoons whose withdrawal cannot be covered by this force.

(2) Normally prescribes a platoon assembly area for each forward platoon. The assembly areas are normally located in defilade to the rear of the company covering force. When the withdrawal of a forward platoon cannot be covered by the company covering force, it may be necessary to locate the assembly area for that platoon to the rear of the battalion covering force. The assembly area for the company covering force is normally in the company assembly area.

(3) Designates routes from the platoon assembly areas to the company assembly areas or to a subsequent position, as appropriate. The routes should pass around the flanks of the company covering force to the rear and should offer as much concealment and cover as possible, consistent with the speed of the movement and the battalion traffic-control plan.

(4) Normally designates the reserve platoon as the company covering force. The covering force may have to be split so that elements can be located where they can cover the withdrawal of all forward platoons. This splitting increases the problem of control. When the battalion covering force is too far to the rear or flank to cover the withdrawal of the company covering force, the company commander may have the rifle platoon(s) occupy successive covering positions.

(5) Normally attaches organic weapons to the platoons in whose areas they are located. Tanks usually join the company covering force as the forward platoons pass. Upon passing through the battalion covering force, tanks may be detached from the company and attached to the covering force.

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b. Based on the company plan, platoon leaders select routes of withdrawal to their platoon assembly areas. They determine the probable order of withdrawal of elements of their platoons, and they may select tentative rallying points along the route of withdrawal. They may relocate crew-served weapons near the topographical crest to obtain better fields of fire. If a platoon must cover its own withdrawal initially, the platoon leader selects one or more subsequent positions to be occupied by the first elements to withdrawal.

157. Employment of Carriers

If possible, carriers occupy hull-defilade positions immediately in rear of the platoon position from which they can support by fire the loading and withdrawal operations. If the carriers cannot be placed in hull defilade, they are moved as far forward as possible so personnel can load rapidly.

158. Conduct of the Daylight Withdrawal

a. Depending upon the situation in a daylight withdrawal (fig. 22), the battalion commander may order all forward companies to withdraw at the same time, or he may order the least engaged forward units to withdraw first. Fires and smoke are used. In some situations, a limited-objective attack may be made to extricate heavily engaged units. Armed helicopters may be used to disengage some of the forward units.

b. The company withdraws only on order. If elements of the company are heavily engaged, the company commander usually orders the least engaged forward platoons to withdraw first. If enemy pressure is about equal along the front, he may order all forward platoons to withdraw at the same time. The company commander's decision as to whether to withdraw the most heavily or least heavily engaged units first is a difficult one. To withdraw the most heavily engaged units first from the area of greatest enemy pressure may subject the entire command to encirclement and destruction. To withdraw the least heavily engaged units first may result in loss of all or a major part of the most heavily engaged units. The decision must be based on determining which plan best preserves the integrity of the force and which plan best contributes to the overall accomplishment of the mission.

c. The degree of enemy pressure dictates the manner in which the rifle platoon withdraws to the rear of the covering force. A platoon that is not engaged may withdraw as a unit; under enemy pressure, it withdraws by using fire and maneuver. Control of the platoon at all times is essential. The enemy situation dictates

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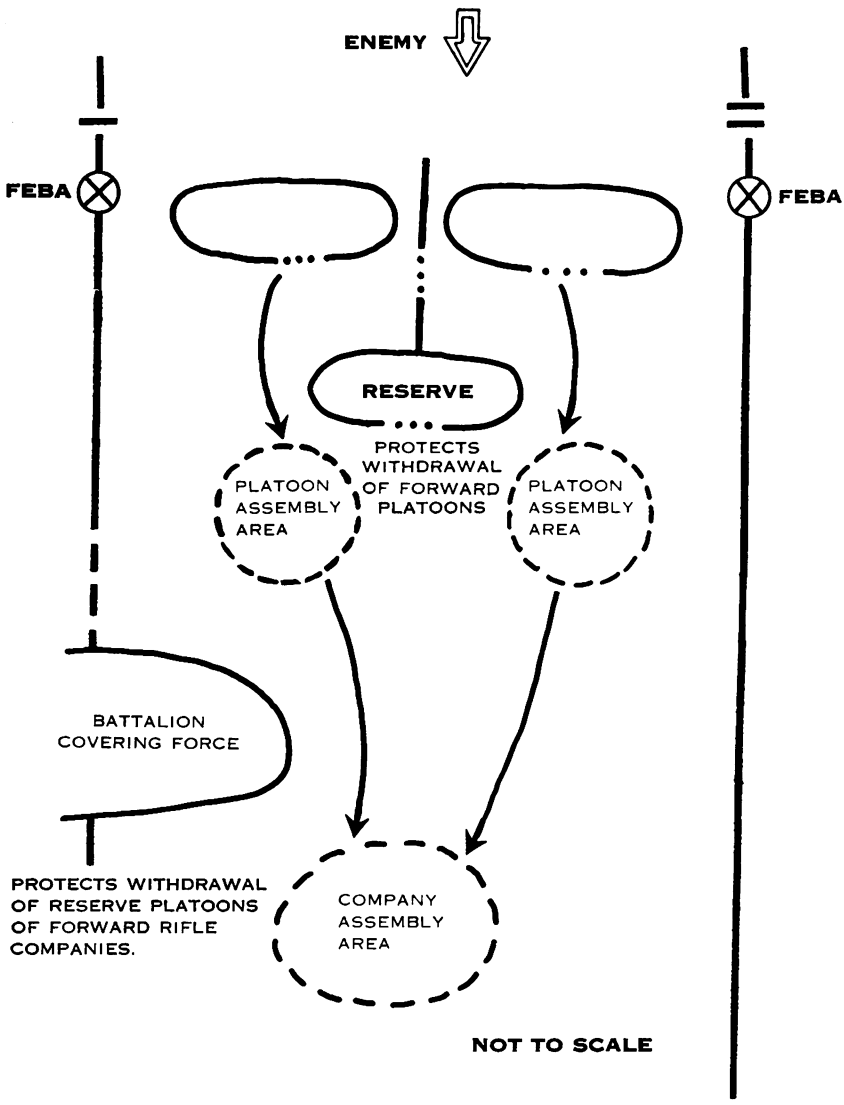

Figure 22. Daylight withdrawal (schematic).

which, if any, of the tentative rallying points will be used. The platoon sergeant may withdraw with, or ahead of, the initial elements of the platoon so he can supervise the reestablishment of control of the platoon elements at the rallying point, or so he can supervise the occupation of a subsequent position. Withdrawing elements pause at the rallying point only long enough to reestablish control.

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d. When the platoon withdraws using fire and maneuver, riflemen and certain crew-served weapons normally withdraw first under the protection of automatic weapons and tanks. The position is thinned out gradually. Automatic weapons and tanks are usually withdrawn last after other elements are far enough to the rear to be relatively safe. In close terrain, it may be necessary to withdraw the tanks earlier.

e. Withdrawing units are careful not to mask the fires of covering forces to the rear. Tanks fire on the enemy during their withdrawal; they normally join covering forces as they arrive at covering force positions. When the company must support its own withdrawal, company mortars normally withdraw by echelon so they can furnish continuous fire support. Platoons assemble in platoon assembly areas (if appropriate) and move immediately to the company assembly area, which is usually in rear of the battalion covering force. After the forward platoons withdraw, the company covering force withdraws in a similar manner.

f. Delay in the company assembly area is avoided. Consistent with the battalion traffic-control plan, platoons may be sent to the rear individually as they arrive at the company assembly area.

Section IV. DELAYING ACTIONS

159. General

a. A delaying action is an operation in which a force under pressure trades space for time while inflicting maximum punishment on the enemy without becoming decisively engaged in combat. In addition, the operation is aimed at forcing the enemy to mass into a nuclear target. Although the underlying principle of a delaying action is to gain time without fighting a decisive engagement, the company may be forced to accept close combat. A local tactical situation, such as limited space and time requirements, may force the company into accepting close combat, or a higher commander may order it to improve the overall situation.

b. A delaying force consists of a security echelon, forward forces, and a reserve. A rifle company may occupy the forward area, acting as all or part of the security force, or it may be part of the battalion reserve. When extreme frontages are assigned, the battalion reserve may furnish the security echelon.

c. The mission may direct the delaying force to hold the enemy beyond a definite line until a stated time. The reason for the action is normally announced. The delaying force may conduct the operation from a single position or from successive positions.

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d. During the conduct of the action, the delaying force maintains contact with the enemy. It delays to the maximum between, as well as on, successive positions. It takes advantage of all obstacles and employs maximum fires at long ranges. A mechanized force can conduct a continuous delaying action more effectively than a dismounted force.

160. Desirable Characteristics of Terrain for Delaying Positions

The terrain for delaying positions should offer:

a. Good observation and fields of fire. The delaying force can normally develop long-range fires from positions on topographical crests. If a long delay on one position is required, consideration should be given to organizing the terrain to permit mutual support by flat-trajectory weapons.

b. Concealed routes of withdrawal.

c. Obstacles to the front and flanks.

d. Maximum concealment for the forces on the delaying position.

e. Cross compartments.

161. Organization of Delaying Positions

a. The battalion commander assigns the forward companies an initial delaying position by the use of coordinating points and boundaries. The company frontage will normally be greater than in a defensive situation. Often, the company commander may use all platoons forward to cover the assigned frontage. He retains a small reserve to provide flexibility and depth. The company organizes the extended frontage by accepting larger unoccupied areas between platoons, not by increasing the area occupied by platoons over the maximum acceptable for a defense. The company commander covers the unoccupied areas between platoons with patrols, fires, observation, surveillance devices, and obstacles.

b. The company commander designates platoon areas as he does for the defense (ch. 4), except that the platoon positions are normally on or near the topographical crest to provide long-range fires and observation and to facilitate withdrawal. The company organizes the ground as completely as time permits. It takes advantage of natural obstacles to the front and flanks, and adds to their effectiveness with artificial obstacles.

c. Weapons (such as missiles and recoilless weapons) are usually attached to the rifle platoon in whose area they are located. Company mortars are employed to cover the front and are placed well forward to obtain maximum range. If the mortars cannot ade-

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quately cover the front from a central location, they may be attached to rifle platoons. The rifle platoon leaders place organic and attached weapons where they can obtain long-range fields of fire.

d. The company commander will plan his withdrawal from each position based on the daylight/night withdrawal plans of battalion.

e. In preparing for the withdrawal, the company commander should be prepared to conduct the daylight withdrawal (continuous delay) through the company and battalion covering forces. After receipt of the battalion daylight-withdrawal order, the company commander normally prescribes platoon zones of withdrawal (para. 156). He designates as many subsequent platoon delaying positions as needed for him to control the company action. The delaying positions should block critical approaches and take advantage of neutral and artificial obstacles. He also designates platoon assembly areas and routes of withdrawal, as appropriate. If the assigned frontage allows him to retain a reserve, he uses it as the company covering force. He places it where it can cover the withdrawal of all forward platoons, if possible. Depending on the location of the battalion reserve, the company commander may designate subsequent platoon delaying positions in rear of the initial position(s) of the company reserve.

f. Platoon leaders select additional delaying positions within their assigned zones. They are generally located so that the first elements of the platoon to withdraw from one position can occupy the next one to the rear to cover the withdrawal of the remainder of the platoon. Consideration is given to locating these positions so that obstacles can be covered by fire.

g. Zones of withdrawal and subsequent positions are reconnoitered as time permits. If possible, the preparation of subsequent positions is started before the delaying action begins. If time is limited, reconnaissance parties prepare plans for the occupation of these positions.

162. Employment of Carriers

a. Carriers are used in a delaying action as in a withdrawal (para. 153).

b. The carrier-mounted weapon may be used to protect the flanks and add depth to the delaying position, as well as to support the withdrawal from each position and the movement to the rear.

163. Conduct

a. Permission to withdraw forward forces from a battalion de-

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laying position must normally be obtained from the battalion commander. Consequently, the company commander must keep the battalion commander informed of the situation at all times to prevent forward platoons from becoming so heavily engaged that they cannot be withdrawn effectively. If communication with the battalion commander is lost, the company commander decides when to withdraw based primarily on his assigned mission, the concept of the operation, and the enemy situation.

b. The enemy is engaged by fire at long ranges. Every effort is made to stop his leading elements, which forces his following units to mass on roads and trails. If efforts to cause the enemy to mass are successful, all available means are employed to destroy him. If the enemy cannot be made to mass, he is forced into the time-consuming task of deploying his forces to attack the delaying position.

c. Normally, forward forces withdraw on order, before they become engaged in close combat. The withdrawal from a delaying position utilizes either daylight or night withdrawal techniques. Daylight conditions of visibility may sometimes make it possible to use night-withdrawal techniques.

d. When the company delays by defending an area for a specified time, the defensive action is conducted as discussed in chapter 4.

e. As the platoon withdraws, under pressure, from a delaying position, it continues to delay until it passes to the rear of the company or battalion covering force. The first platoon elements to withdraw move rapidly to occupy the next position to the rear, normally under the supervision of the platoon sergeant. These elements cover the withdrawal of the remainder of the platoon. As the last elements withdraw, they detonate previously prepared demolitions or prepare other obstacles. All elements of the platoon may join on the first delaying position to the rear, or a part of the platoon may be leapfrogged to the next position to the rear. The platoon leader normally remains with the forward portion of the platoon in such a case. The platoon fights to delay the enemy at each successive position, withdrawing only to avoid close combat. It withdraws in this manner until it passes the covering force of a higher unit. Then the platoon may assemble to continue its movement to the company assembly area of a subsequent position, as appropriate.

f. The company commander coordinates the actions of his withdrawing platoons. Consistent with instructions from the battalion

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commander, he orders his forward platoons to withdraw in time to prevent them from being cut off by an enemy force advancing rapidly on their flanks. If he has a reserve, he re-positions it to block enemy penetrations and protect the flanks and rear. He uses patrols to maintain contact with adjacent units, provide flank security, and block enemy threats from the flanks.

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CHAPTER 6
RELIEF OPERATIONS

Section I. GENERAL

164. Purpose and Types of Relief

a. When tactical operations continue over a prolonged period, conservation of fighting power, maintenance of combat effectiveness, and the tactical plan may require the periodic relief of committed units for reequipping, retraining, or rehearsing for a specialized operation. Such reliefs are accomplished by a *relief in place* or a *passage of lines.* Airborne units in particular will frequently participate in relief operations.

b. The rifle company may participate in a relief when the battalion is relieving another unit, or it may relieve another company within the battalion.

165. Basic Considerations

The following considerations are common to the planning and execution of all types of reliefs.

a. Adequate time must be provided for planning, liaison, and reconnaissance. Early issuance of warning orders is mandatory.

b. The plan must be detailed, simple, and well-coordinated between relieving and relieved units.

c. When possible, reliefs should be conducted during periods of reduced visibility. The merit of reduction of visibility by employment of smoke must be weighed against possible loss of secrecy.

d. The relief plan must include measures for tactical cover and deception and utilize all practicable measures to insure secrecy. Of particular concern is the avoidance of indications of the operation to enemy electronic detection means.

e. The relief must be executed efficiently in the shortest possible time and with every precaution taken to reduce vulnerability to enemy attack during the time of relief. Nuclear and CB conditions serve to increase these requirements.

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Section II. RELIEF IN PLACE

166. Planning the Relief

Plans for a relief are as detailed and complete as time permits, and they include:

a. Reconnaissance. Preceding the relief, the incoming company commander and platoon leaders conduct a daylight reconnaissance of the defense area, routes, and locations where guides will be met. They familiarize themselves with defensive dispositions and plans, the terrain, and the enemy situation. The outgoing company commander makes necessary plans for conducting his part of the relief. He usually needs to remain with his unit, so he designates representatives to reconnoiter the outgoing route, guide locations, and the new area to be occupied, as appropriate.

b. Liaison Personnel. The commander of the incoming company and his platoon leaders take key personnel forward with them on their reconnaissance and arrange to leave them on the positions to be occupied. These liaison personnel keep informed of all changes occurring after the reconnaissance. When practicable, liaison personnel from the outgoing unit remain on the position long enough to further orient the newly committed unit commanders.

c. Exchange of Crew-Served Weapons, Supplies, and Equipment. Commanders of the incoming and outgoing units arrange for the mutual exchange of crew-served weapons and emplaced munitions which cannot be easily moved or whose removal would disrupt the effective delivery of fires. The exchange is based upon the authority included in the relief order of the next higher commander. Outgoing units normally leave excess ammunition, field fortification material, wire lines and switchboards, range cards, and minefield records on position. Radios and radars (if attached) are not usually exchanged. It is essential that the incoming company be fully informed as to exact location and types of minefields and trip flares.

d. Attachments. To simplify control and reduce the number of guides, the incoming rifle company commander normally attaches weapons crews to the rifle platoons in whose area they will operate. The outgoing rifle company commander also normally does the same. Both incoming and outgoing rifle platoon leaders normally attach weapons crews to the rifle squads in whose area they are to operate. Attachments during the relief are generally made for the movement only.

e. Guides. The guides should reconnoiter and mark relief routes in advance. The incoming and outgoing companies may use dif-

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ferent routes to facilitate control. The activities of the guides should be supervised to insure efficiency and avoid unnecessary delays. An incoming company is usually guided by its own personnel to the rear of the battle area of the outgoing company. There should be no break in the movement required to accomplish the relief. Personnel of the outgoing company guide their unit during the complete movement to the rear.

f. Periodic Reports. All commanders provide for periodic progress reports to be made during the conduct of the relief.

g. Security. Normal activities are simulated as much as practicable. Local security elements are normally maintained by the outgoing unit and are usually the last elements of that unit to be relieved. The relief is not mentioned in the clear over electrical means of communication. The size and activities of reconnaissance parties are limited, and the movement of vehicles is restricted. Light and noise discipline is enforced.

h. Relief Order. The relief order, which follows the standard operation order sequence (app. II), includes such specific items as the times for the relief to begin and end; the time or conditions for exchanging responsibility for the battle area; routes; attachments; march formations; the designation and location of crew-served weapons, equipment, and supplies; security measures; action to be taken in the event of hostile action during the relief; and the requirement for periodic reports to be submitted by subordinate leaders during the conduct of relief.

167. Conduct and Command

a. Incoming Company. At the time prescribed for the start of the relief, the incoming company moves forward to the company release point, where it is released to the control of the company commander. Without delay, the company moves to the platoon release point. Guides lead the platoons from the platoon release point to the squad release points, where other guides lead the squads to their positions. The incoming and outgoing squad leaders then relieve a few men at a time until the relief is completed. Enough time is allowed for each man of the incoming squad to be thoroughly oriented by the man he is relieving.

b. Outgoing Company. As each squad (with attachments, if any) is relieved and the squad leader has been relieved of responsibility for the position, the outgoing squad moves directly from its assembly area to the platoon assembly area. When the platoon leader is relieved of the responsibility for his defense area, he joins his platoon in the assembly area and moves it to the company assembly

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area without further delay. When the company commander is relieved of responsibility for the company area, he rejoins his company. Throughout the conduct of the relief, commanders at all levels are responsible for the dispersion and security of their units. When time permits, the relief of vehicles should be phased so as to minimize noise and avoid loss of secrecy.

c. Control. Commanders at each echelon should be together at the command post or observation post of the outgoing unit to faciliate control and communication.

d. Command. The execution of a relief takes place under the direction of the commander of the outgoing unit. He usually remains responsible for the defense of the area until the majority of the relieving unit is in position and communication and control have been established by the incoming commander. The exchange of responsibility is agreed upon by the commanders concerned and verified by receiving the concurrence of their next higher commanders. If the enemy attacks before the incoming commander assumes responsibility for the defense, he assists the outgoing commander with all means available to him. In this event, the elements of the incoming company already in the area are attached to the outgoing company for the conduct of the defense.

Section III. PASSAGE OF LINES

168. Definition

A passage of lines is an operation in which an incoming unit attacks through a unit which is in contact with the enemy, or when a unit withdraws through another unit occupying a rearward position. Elements of the unit passed through remain in position and support:

a. The attacking unit until their fires are masked, at which time they may remain in position, be withdrawn, or committed to other action.

b. The withdrawing unit and take up either the delaying mission of the withdrawing unit or the defense.

169. Planning Procedures

a. General. The planning procedures involved when a company passes through another unit are very similar to those for a relief in place. Upon receipt of a warning order which directs an operation requiring a passage of lines, the company commander will make early contact with the unit being passed through.

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b. Details to be Coordinated. During planning, the following details must be coordinated by the commanders of the units involved:

(1) Exchange of intelligence.

(2) Exchange of tactical plans to include communication plans and frequencies.

(3) Arrangements for reconnaissance by elements of the units passing through.

(4) Measures to be taken to provide security during the passage.

(5) Selection of areas of passage and provisions for guides.

(6) Priorities for use of routes and provisions for movement control.

(7) The time or circumstances when responsibility for the control of the area of operations will be transferred to the unit making contact with the enemy.

(8) Extent of fire support and other combat support to be provided by the unit being passed through.

(9) Extent of combat service support to be provided by the unit being passed through.

c. Selection of Areas of Passage. When possible, the areas selected for the passage of lines should be the unoccupied areas between elements of the unit in position or on its flanks. This procedure reduces the vulnerability that results when one unit passes directly through the occupied positions of another unit. Vulnerability also is reduced when the subordinate units making the passage move directly to the areas of passage.

d. Priorities for the Use of Routes. The unit passing through must have priority for use of routes to and within the area of the unit being passed through. Route priority should be established by the battalion headquarters. Traffic control in the area of the unit being passed through is the responsibility of that unit until the responsibility for the area passes to the unit making contact with the enemy. The passing unit may augment the traffic control capability of the unit in position during the time of passage.

e. Passage of Command. The time or circumstance when the responsibility for control of the zone of action or sector of defense is transferred to the commander of the unit executing the passage of lines must be specified and mutually understood by the two commanders concerned. Normally, the commander of the unit making a forward passage of lines assumes responsibility for the zone of action at, or prior to, the time of attack. This respon-

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sibility may shift at the time of the firing of the preparatory fires or earlier at the direction of the headquarters ordering the passage. The commander of the unit in position may assume responsibility for the control of the sector at a specific time or during an operational phase, such as the rearward passage by the withdrawing force across a designated phase line. This transfer of responsibility requires that the commander making the passage assume operational control of those elements of the unit being passed through that remain in contact at the time of the transfer.

f. Tactical Support.

(1) The unit in position provides all possible aid to the unit passing through, e.g., the gapping of minefields, provision of guides, fire support, and other combat support within its capabilities.

(2) Normally, because of problems of control, only the indirect fire means of the unit in position will be used to support the passing unit. After responsibility for the zone of action or sector of defense is transferred to the passing unit, the artillery FO of the passing unit coordinates the fires of the artillery of the unit which has been passed through.

(3) In the case of a unit making a rearward passage of lines, the withdrawing force will coordinate with the forces in position for artillery and other fires to support the withdrawing unit as it approaches the forward defense area. These fires are especially needed to assist the withdrawal of elements of the delaying force left in contact with the enemy.

g. Combat Service Support. The unit in position provides assistance to the passing unit in combat service support matters as follows:

(1) Evacuation of casualties and prisoners of war.

(2) Use of areas and facilities.

(3) Route priority and traffic control.

170. Conduct of the Passage of Lines

a. Forward Passage of Lines.

(1) Elements of the attacking company move preferably during periods of reduced visibility from rearward positions to attack at the scheduled time. Careful march calculations are made to insure that the units attack at the correct time without the requirement for use of a forward assembly area. This procedure reduces to the

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minimum the time in which elements of two units are concentrated in the forward area.

(2) If the attack subsequent to the passage of lines is preceded by a nuclear preparation, it will be necessary, because of different degrees of protection inherent in the attacking company and the unit being passed through, that troop safety measures be prescribed.

(3) In some situations, it may be desirable to displace the reserves of the unit in position to rear assembly areas just prior to the beginning of the passage of lines. This procedure reduces troop density during the passage. If this procedure is used, it normally will be prescribed by the headquarters ordering the passage of lines.

b. Rearward Passage of Lines.

(1) Units in the withdrawing force will avoid using assembly areas as this would result in an unacceptable density of troops in the forward area. Multiple routes designated and controlled by the commander of the unit in position are used to provide necessary dispersion and speed to the withdrawing force in movement through the forward defense area of the defense force.

(2) While the company is withdrawing through the defensive positions, the withdrawing company is responsible for traffic control forward of the FEBA; the forces organizing the defense are responsible from the FEBA to their rear boundary.

171. Passage of the Mechanized Rifle Company

a. In the passage of a mechanized rifle company, coordination is facilitated when the passage of each element takes place wholly within the lateral boundaries of one company in position. Maximum use is made of the fire support available from the unit(s) being passed through. Transfer of responsibility for the area normally will be unnecessary.

b. Special emphasis must be placed on the following coordination measures:

(1) Refueling areas and routes into and out of these areas are reconnoitered by personnel from the passing unit assisted by guides furnished by the unit being passed through. It may be necessary for the unit being passed to adjust its positions to permit a satisfactory passage, but such adjustments should be held to a minimum.

(2) Clearing and marking the lanes through friendly mine-

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fields to permit the rapid passage of the passing unit are accomplished by the unit being passed through. Passing units should provide their own liaison at difficult gaps or defiles to check each subunit through.

(3) Details of fire support to be furnished by the unit being passed through.

(4) Priority on roads normally is given to the passing unit consistent with the traffic essential to the support of other units.

(5) Within its capabilities, the unit being passed through furnishes combat service support to the passing unit during and immediately after the passage.

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CHAPTER 7
AIRBORNE OPERATIONS
(PARACHUTE AND AIRLANDED)

Section I. GENERAL

172. Introduction

a. The term "airborne operations" in its broadest sense describes any movement of combat forces and supplies by air and covers the spectrum of delivery possibilities: parachute, airlanding by fixed or rotary-wing aircraft, and low-altitude delivery. The word "airborne," when associated with a unit, describes a unit capability for entry into combat by parachute. Airborne operations covered in this chapter will deal with entry by parachute or landing of fixed-wing aircraft. (See AR 320–5 and JCS Pub 1 for complete definitions.)

b. This chapter covers the tactical employment of the airborne rifle company in both joint and unilateral airborne operations.

c. For a general discussion of joint airborne operations, see FM 57–10.

173. Application

With modifications, the procedures outlined in this chapter can be applied to the infantry and mechanized rifle companies in airlanded operations.

Section II. AIRBORNE OPERATIONS

174. Employment

a. The airborne rifle company can enter combat by parachute or airlanded means, or by a combination of the two. The infantry and mechanized rifle companies are restricted to airlanded means.

b. The assault landing can be made during daylight or at night. The company elements can fight immediately upon landing, but the company can fight most effectively if it has time to assemble as a tactical unit. Because of the dispersion of units in parachute operations, assembly takes longer than in airlanded operations.

c. After an airborne assault landing, the company operates tactically in substantially the same manner as discussed in previ-

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ous chapters. Following the assault phase, in which initial objectives are seized, the company may defend until linkup with friendly ground forces, until a buildup of forces by air delivery permits resumption of the offensive, or until withdrawal. In some situations, the company may continue offensive operations or conduct special operations immediately after the assault phase, with a subsequent linkup or withdrawal.

175. Preparation for the Airborne Assault

a. Airborne operations require detailed planning at all levels and close coordination with transporting aviation units. The company commander participates in the detailed planning of the next higher headquarters, accomplishing concurrent coordination with supporting units at that time. The time available for preparing for an airborne operation may vary from a few hours to several days.

b. The company must maintain the maximum possible readiness to take part in an airborne assault on short notice. The following measures may be taken to maintain readiness, depending on the imminence of an operation:

(1) Fit personnel parachutes, tag them, and prepare them for movement to loading site (parachute operations only).
(2) Prepare supplies and equipment for air delivery.
(3) Issue necessary supplies and special equipment to individuals.
(4) Maintain up-to-date SOP loading tables that are readily adaptable to probable methods of employment.
(5) Conduct frequent inspections, checks, and training exercises.

c. For a detailed explanation of loading forms for airborne operations in which Air Force aircraft are used, see TM 57–210. Loading forms are completed to the extent practicable and kept in readiness for a mission. These forms may be included in the unit SOP.

d. A company must be ready to implement plans for marshaling without delay. This requires a detailed company alert plan and marshaling SOP.

176. Orders

a. The company commander should receive a warning order early in the planning phase so that he can plan and prepare for the operation concurrently with the battalion commander and staff. In addition to information normally included, the warning

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order for an airborne operation includes special security measures, information on the number and types of aircraft allocated to the company, equipment to be delivered with the assault echelon, instructions on preparing equipment for air delivery, and any required changes to SOP loading plans. For security, certain information concerning the operation may be withheld until the marshaling phase begins.

b. The battalion operation order is issued after units are sealed in marshaling areas. It gives the company its mission and designates the supporting and attached units. When teams are employed, the battalion operation order specifies their composition and missions. The company mission for the assault phase is assigned as for any other attack. In addition, battalion plans and orders may include:

(1) The location of drop zones or landing areas for elements of the battalion, as appropriate.

(2) The plan for reorganization after landing, including the location of company assembly areas, use of assembly aids, reports, security measures, and the method of collecting stragglers. When elements of the battalions are to land in widely dispersed areas, the selection of company assembly areas may be delegated to the company commanders.

(3) Data on the air movement, including the location of loading areas, allocation of aircraft, composition of the aircraft serials, and the times for loading, takeoff, and arrival at the objective area.

(4) Data on marshaling. This may be issued in a separate order if it is lengthy and detailed.

(5) Plans for reconnaissance after the landing, including reconnaissance for CBR contamination.

(6) Plans for defense of the objective area after seizure of initial objectives, when applicable.

(7) Plans for linkup with surface forces, if appropriate.

(8) Details of air-sea rescue, when applicable.

(9) Details of time and place of arrival and the use of troops and equipment in the followup echelon, when applicable.

(10) Organization of, and instructions to, the rear echelon.

(11) Supply and evacuation plan, including the method of recovering supplies and special measures for air resupply and air evacuation.

(12) Alternate plans for accomplishing the mission.

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(13) Plans for other subsequent operations.

(14) Plans for judicious use of smoke to cover landing. Smoke must not interfere with pilot visibility.

177. Reconnaissance

The company commander should make an aerial reconnaissance of the objective area and the routes to it whenever conditions permit. If an aerial reconnaissance is not possible, his reconnaissance consists of a study of maps, terrain models, and photographs of the objective area. The following items are particularly important in an airborne assault:

a. Nature of landing areas or drop zone, as appropriate, to include anti-airborne obstacles.

b. Nature of assembly area(s).

c. Location of key terrain features held by the enemy in or near the company area of operations.

d. Location and types of obstacles in the area of operations.

e. Nature of the objective and the location of terrain suitable for defending the objective.

f. Location of enemy units to include reserves and armored forces.

178. Organization for Combat

The company may be reinforced for an airborne operation, particularly if it has a mission requiring physical separation from the remainder of the battalion. Attachments are made early during marshaling to give the company commander time to coordinate the use of his attached units and to control their preparations for the movement and subsequent action. The company may be divided into assault, followup, and rear echelons.

Section III. AIRBORNE OPERATIONS—PLANNING

179. General

Based on battalion plans and orders, the company commander prepares his plans for loading, air movement, landing, reorganization, and the accomplishment of the tactical mission. The ground tactical plan is prepared first; based on this plan, the landing and reorganization plans are formulated, followed by the plan for air movement and marshaling, in that order. Although planning follows this general sequence, all plans are interrelated closely and are often developed concurrently. At company level, all of the above plans are incorporated in a single plan.

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180. Ground Tactical Plan

a. General. The ground tactical plan includes the assault plan to seize the assigned objectives, plan for defense of the assigned portion of the objective area, fire support plans to accompany both the assault and defense, plan for subsequent offensive operations, link-up plan, and plan for withdrawal, as appropriate. Plans should be simple and flexible. Alternate plans are prepared. Plans for the attack and defense are generally as described in chapters 3 and 4, modified by the following factors peculiar to the airborne assault:

(1) The possibility of becoming engaged immediately upon landing, before individuals and equipment can be completely assembled.

(2) Limited artillery support. The company may have to attack before the artillery and, in some case, the battalion heavy mortars have occupied firing positions. The dispersion of units in the objective area may limit the amount of artillery support which can be furnished the company.

(3) Greater separation of units, resulting in more exposed flanks and rear.

(4) Limitations on available ammunition and other supplies.

(5) Limited mobility.

(6) Nonavailability of tanks.

(7) Confused tactical situation, with friendly and enemy forces lacking information of each other.

(8) The objective area often relatively free of prepared enemy defenses and possibly without well-organized enemy combat troops initially.

(9) Possible loss of a portion of company elements because of inaccurate air delivery or loss of aircraft during movement.

b. Assault Plan (fig. 23).

(1) The assault plan consists of a scheme of maneuver and a plan of fire support. It is designed to capitalize on the surprise gained by the assault landing and to provide for rapid seizure of the assigned objective(s). The scheme of maneuver provides for seizing the assigned objective(s) and clearing the assigned zone of responsibility when directed. In a parachute assault, the company assembles and reorganizes in its assembly area and attacks to seize its objective immediately. The company

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may be directed to attack before it is completely assembled. In an airlanded operation, the assembly and reorganization of the company is less critical. An attack position and LD are seldom used. Platoon objectives are selected to insure the seizure and control of the assigned company objective(s) and to accomplish other missions. Intermediate objectives are seldom assigned because the company should land close to its primary objective(s). Whenever possible, a reserve is retained in the initial attack although this may not be possible if a number of objectives must be seized simultaneously.

(2) When the company is assigned more than one objective, the commander may prepare alternate plans to provide for seizing all objectives at the same time or in succession, as indicated by the enemy situation at the time of attack. If the objectives are held lightly, it may be possible to seize them simultaneously and thus accomplish the mission quickly. If the objectives are well defended, it may be necessary to concentrate the combat power of the company against one of them at a time.

c. Defense Plan (fig. 24). When the operation has a defensive phase, the company is assigned a portion of the airhead line to defend. The company defensive area is designated by boundaries and coordinating points. The organization of the defense is similar to that discussed in chapter 4. Because the area to defend will frequently be large, mutual support between platoons and companies may be limited. Platoons are located to protect key terrain features and cover the most likely avenues of approach into the company sector of responsibility. Since airborne operations are normally conducted deep in enemy rear areas, security considerations become paramount in the commander's planning.

d. Fire Support. The company commander prepares fire plans as described in chapters 3 and 4, concurrently with the preparation of the assault and defense plans. Greater dependence will frequently be placed on close air support because of initial shortages of artillery. Close coordination of all supporting fires is necessary, particularly with respect to linkup.

e. Linkup. When the plan of operations calls for a linkup with ground forces, the company commander insures that coordination measures are circulated and carried out by members of the company. The measures may include coordination of schemes of maneuver, coordination of fires, a system of mutual recognition, and coordination of communication.

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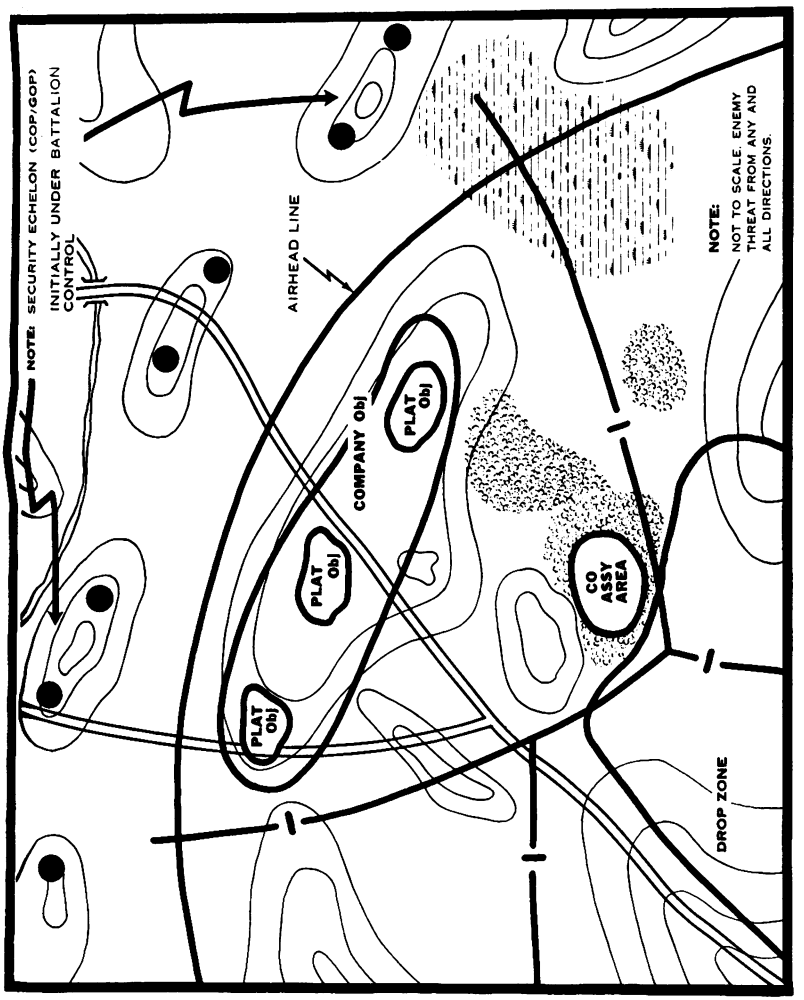

Figure 23. Rifle company, airborne infantry battalion, in parachute assault (schematic).

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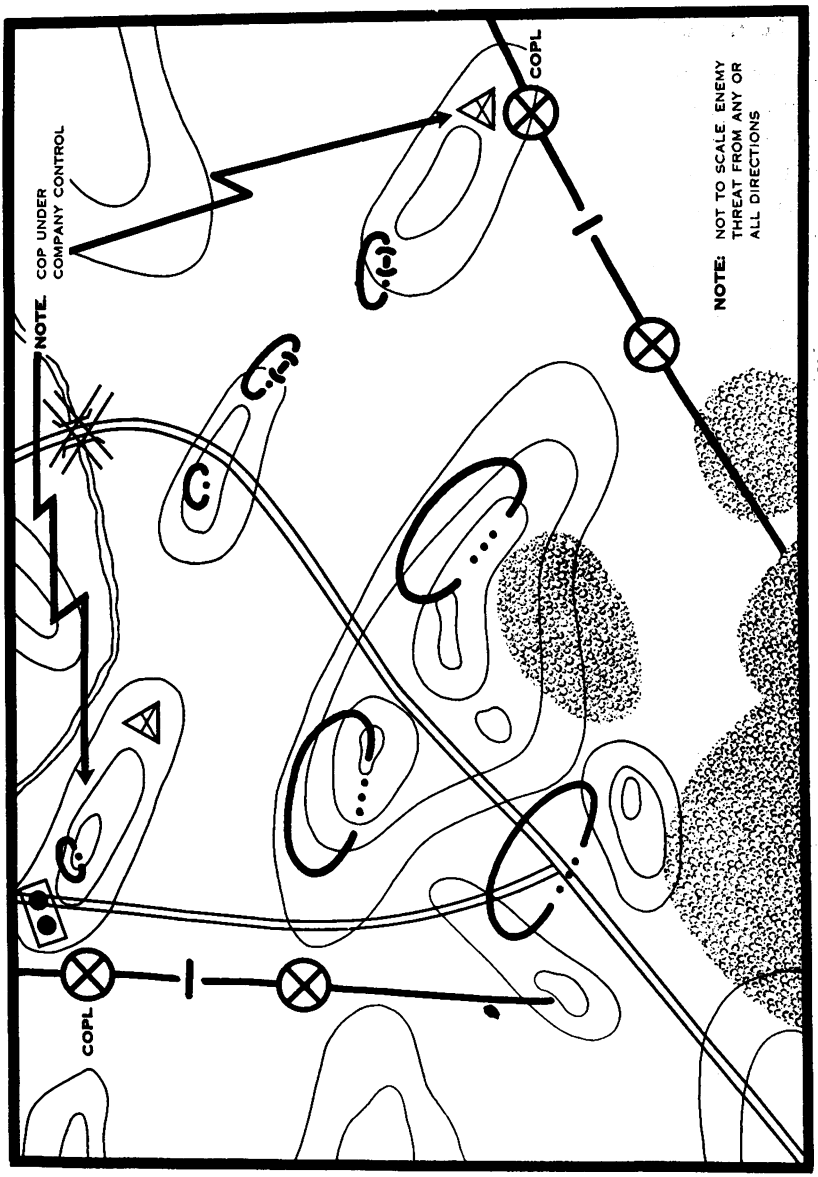

Figure 24. Rifle company, airborne infantry battalion, in defense (schematic).

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f. Withdrawal. When the plan of operation calls for a withdrawal after the assault phase, plans for the withdrawal are prepared in as much detail as possible before the operation starts.

181. Landing Plan

a. The landing plan is based on the ground tactical plan. The battalion commander normally specifies the drop zone(s) or landing area(s) to be used by the company or its elements. The company commander may assist in the selection to insure that the areas can be used to further his ground tactical plan. As a general rule, drop zones or landing areas are selected as close to the objective as the terrain and enemy situation permit.

b. In parachute operations, assembly areas are normally selected; in airlanded operations, they may not be required. Normally, only one company assembly area is designated. Alternate company and platoon assembly areas are selected as required. Characteristics of good assembly areas include terrain that:

(1) Is free from enemy troops and small-arms fire.
(2) Is as close as possible to drop zones or landing areas.
(3) Offers good concealment and cover.
(4) Permits units to assemble where they are favorably disposed for the attack.
(5) Is large enough to accommodate the unit designated to use it.
(6) Is easily identified by prominent landmarks.

c. The company employs assembly aids, providing their use is not prohibited by higher headquarters. Since the period of assembly and reorganization is critical, security may be sacrificed. Assembly aids include panels, flags, colored smoke, and pyrotechnics during daylight; lights, pyrotechnics, and infrared devices at night; guides near the assembly area; radio-homing devices; audible signals such as tin crickets and whistles; and distinctive markings to identify personnel and equipment of particular units. The most important step that can be taken to insure the success of the assembly and reorganization phase is to thoroughly orient personnel on the assembly plan.

d. The company commander plans for security of the assembly area during reorganization.

182. Air Movement Plan

a. Air movement planning at company level consists essentially of preparing air loading tables and flight manifests. The company air loading table is forwarded to battalion for inclusion in the

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battalion air loading table. For preparation of air loading tables and flight manifests, see TM 57–210.

b. In preparing the air loading table, tactical integrity of squads and platoons is maintained to the maximum extent possible. Critical command personnel, weapons, and communication equipment are distributed among several aircraft. Weapons and their crews are loaded in the same aircraft. Personnel are designated to recover equipment bundles upon landing. In airlanded operations, enough men are placed in each aircraft to unload cargo upon arrival at the destination. For directions for loading accompanying supplies, see chapter 10.

183. Marshaling Plan

a. The marshaling plan is based on the air movement plan which provides necessary information for determination of the date and time units are sealed in the marshaling area and the date and time personnel, vehicles, and the equipment are to depart from each airfield or airlanding facility.

b. The marshaling plan covers movement of the company to departure airfields or airlanding facilities, responsibility for provision of certain facilities and services while units are marshaling, plans for loading of aircraft, and briefing of troops for the operation.

c. The marshaling plan at company level is based on the battalion marshaling plan and includes the plan for movement of the company, preparation of personnel and equipment for loading, loading of aircraft, and briefing of troops.

Section IV. AIRBORNE OPERATIONS—CONDUCT

184. Marshaling

a. General. Marshaling is the process of completing final preparations for combat, moving to departure airfields or airlanding facilities, and loading for takeoff. When marshaling begins, units are sealed in marshaling areas or their assembly areas, and strict security is imposed. Marshaling is accomplished in the shortest time possible, usually less than 48 hours. Plans are completed, troops are briefed, and final preparations are made for air delivery of supplies and equipment.

b. Briefing. All troops are briefed in as much detail as time permits. Briefings are usually conducted at company, platoon, and squad level, using techniques described in FM 57–10. Personnel briefings stress the plan for reorganization because of its impor-

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tance in regaining control after landing in the objective area. Terrain models, aerial photographs, and maps are used to familiarize all personnel with the area of operations so that they can orient themselves quickly after landing. Company personnel are briefed on the plans of the battalion and the other companies involved in the operation so that in the event of inaccurate landings or unforeseen resistance, elements of the company may contribute to the accomplishment of the overall mission. Security is emphasized to prevent individuals from carrying copies of battle plans and orders into the objective area.

c. Preparation of Equipment for Air Delivery. For parachute operations, the preparation of accompanying supplies and equipment for air delivery is completed during marshaling. Air delivery containers, cargo parachutes, and related air items are issued to elements of the company for packing and preparation for rigging of door bundles. Company men pack this equipment in the company assembly area. They mark the bundles distinctively to make them easier to identify and recover. Items to be delivered by heavy drop are normally prepared by personnel of the company under supervision of trained teams from higher headquarters. Usually, this equipment is rigged near the loading sites at times designated by higher headquarters. The TM 10–500 series contain specific instructions for rigging each type of supply and equipment for air delivery.

d. Loading of Equipment. The company commander is responsible for loading his unit in accordance with the battalion loading plan. Supplies and equipment are loaded early, whereas troops are loaded as late as possible but in sufficient time to meet station time. The company is responsible for loading and tying down loads to be airlanded. The Air Force provides materials-handling equipment and ties down air-delivered loads. The pilot and jumpmaster inspect the loaded aircraft. (The company does not have the capability or the responsibility for loading and securing heavy drop loads (AR 59–106).)

e. Loading of Troops. The company moves from the assembly area by plane loads to designated loading sites according to the battalion plan. On arriving at the loading site, each planeload moves directly to its assigned aircraft and boards it.

185. Responsibility During Air Movement

The commander of the transporting aviation unit controls the air movement from the point of departure to the drop zones or landing areas. During this movement, the pilot is the aircraft commander.

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186. Landing

a. When the company is to go into action immediately, it lands on or as close as possible to its objective to achieve maximum surprise and to avoid unnecessary movement of troops, supplies, and equipment. It is desirable to land directly on an undefended objective. The company usually lands on a single drop zone or landing area.

b. In parachute operations, heavy drop equipment and supplies are delivered on the same drop zone used by the company. Recovery operations begin immediately after landing.

187. Assembly and Reorganization

a. The assembly and reorganization period during the initial assault is critical because of the company's vulnerability to attack. The operations are executed with maximum speed and precision. When necessary, security is sacrificed for speed and control.

b. When the company lands directly on, or immediately adjacent to, its initial objective(s), squads, platoons, and special teams proceed to their objectives immediately. In this type of assault, reorganization is accomplished concurrently with, or immediately after, the seizure of initial objectives.

c. When an assembly area is designated, individuals move directly to it. No attempt is made to assemble units on the drop zone or landing area. In parachute operations, the men designated to recover supplies and equipment do so immediately and move to the assembly area. Radios are put into operation without delay.

d. If the company is engaged in the drop zone or landing area, individuals return fire immediately. Leaders take control of groups of individuals, regardless of unit, and try to eliminate the enemy force by small-unit action. Aggressiveness is necessary in gaining control and in attacking the enemy force without hesitation.

e. Assembly aids are used as planned. If enemy action so requires, aids are set up to direct the troops to an alternate assembly area. Guides near the entrance to the assembly area direct individuals to their respective unit areas. Security is posted as planned.

f. Communication is established with battalion and within the company. Subordinate leaders keep the company commander informed of the status of their units during assembly and reorganization. They report the percentage of personnel, crew-served weapons, and equipment assembled.

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g. If elements of the company land in the wrong area, they are assembled under the senior officer or NCO present. If possible, he establishes communication with the appropriate commander and requests instructions. Lacking orders, the group directs its effort toward accomplishing the company mission. Stragglers join the nearest unit and rejoin their own units as soon as the situation permits.

188. Initiation of the Attack

a. As soon as possible after landing, the company commander dispatches patrols to reconnoiter the objective. Based on what the patrols learn of the enemy, the company commander determines the extent of reorganization required before the assault is launched. Because of the surprise inherent in the airborne assault, it is frequently more desirable to start the attack early, when only a part of the company has been assembled, than to wait until assembly is more nearly complete. When patrol and other sources indicate that the enemy is prepared to defend the objective, it may be desirable for the company to assemble more completely before attacking. The decision to start the attack is delegated normally to the company commander.

b. When the company is assigned responsibility for establishing a portion of the security echelon during the assault phase, elements land either on or near the security positions or move forward to them as soon as possible. The primary mission of these elements is to provide early warning of enemy approaching the objective area.

189. Conduct of the Attack

The conduct of the attack is generally as described in chapter 3. The company commander modifies his original plan of attack according to the degree of assembly of the company and newly acquired information of the enemy and terrain. Aggressiveness and rapidity of movement are necessary to capitalize on surprise. After seizing their initial objectives, elements of the company redispose themselves to defend the assigned sector or take whatever action is indicated by the mission.

190. Subsequent Operations

a. When the assault phase is followed by a defense of the objective area, the company defends a portion of the airhead line. The required dispersion may result in reduced mutual support between companies and between platoons. A security echelon (COP) is

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established normally as described in paragraph 108. During the defense, the responsibility for the security echelon is assigned to forward companies. Antitank defense of the objective area is emphasized.

b. For a discussion of withdrawal from the objective area, see paragraph 147.

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CHAPTER 8
AIRMOBILE OPERATIONS

Section I. GENERAL

191. General

a. The term "airmobile" as used in this chapter describes operations conducted principally with Army rotary-wing aircraft, although other types of aircraft may also be employed. (See AR 320–5 and JCS Pub 1 for complete definitions.)

b. While this section emphasizes the infantry rifle company conducting an airmobile assault and the defense of an objective area, it must be recognized that this is only one of the many ways that helicopters or other aircraft can be used to provide increased battlefield mobility.

c. For further information on battalion airmobile operations, see FM's 7–20 and 57–35. In areas of conflict between this manual and FM 57–35, material contained herein will govern.

192. Employment

a. Airmobile forces can be employed to:

(1) Seize key terrain in the enemy rear area for continued offensive action or until linkup.
(2) Conduct raids.
(3) Provide flank security for a larger force.
(4) Bypass enemy positions.
(5) Position units for flank attacks.
(6) Transport elements to reinforce, exploit, or counterattack.
(7) Disperse a unit after seizure of an objective.
(8) Bypass obstacles.
(9) Conduct antiairborne and counterguerrilla operations.
(10) Withdraw isolated units.

b. The infantry and airborne rifle companies are particularly adaptable to airmobile operations because most of their equipment can be moved by currently available helicopters. Minus its heavier equipment, the mechanized rifle company can conduct airmobile operations on short notice.

c. For more details concerning the employment of Army avia-

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tion, consult FM's 1–5, 1–60, 1–100, 21–60, 57–35, 57–38, and TM 57–210.

193. Command Relationship

Normally, an Army aviation unit is placed in support of the rifle company with operational control retained by the battalion commander. The command relationship is based on the inability of the company to plan, coordinate, control, and support the air movement phase of the operation. For some independent operations, Army aviation elements and aircraft maintenance and supply elements may be attached to the company.

Section II. PLANNING

194. General

a. Planning for an airmobile operation follows the sequence discussed in paragraphs 179 through 183.

b. In planning an airmobile operation, dependence is placed on SOP. Detailed SOP permit the company to conduct airmobile operations using fragmentary oral orders.

c. Although the planning for an airmobile operation parallels that for a joint airborne operation, it must be recognized that the plans for an airmobile operation will be less complex because of the size and scope of the operation.

195. Ground Tactical Plan

a. Airmobile Operation. The ground tactical plan for an airmobile operation is generally as described in paragraph 180.

b. Scheme of Maneuver. In developing the scheme of maneuver for the assault and defense phases of the operation, the company commander will consider the following (fig. 25):

(1) *Objectives.* Objectives are selected using the same considerations as those discussed in paragraph 12.

(2) *Platoon zones of action.* Platoon zones are assigned by designating boundaries. The terrain should be divided into zones and objectives selected in such a way that any given platoon will not have to attack simultaneously in different directions. Boundaries should be readjusted as little as possible during the transition from the assault to the defense. Each platoon has the responsibility of seizing the objective(s) within its zone, clearing the zone of enemy forces as required, and defending its assigned sector.

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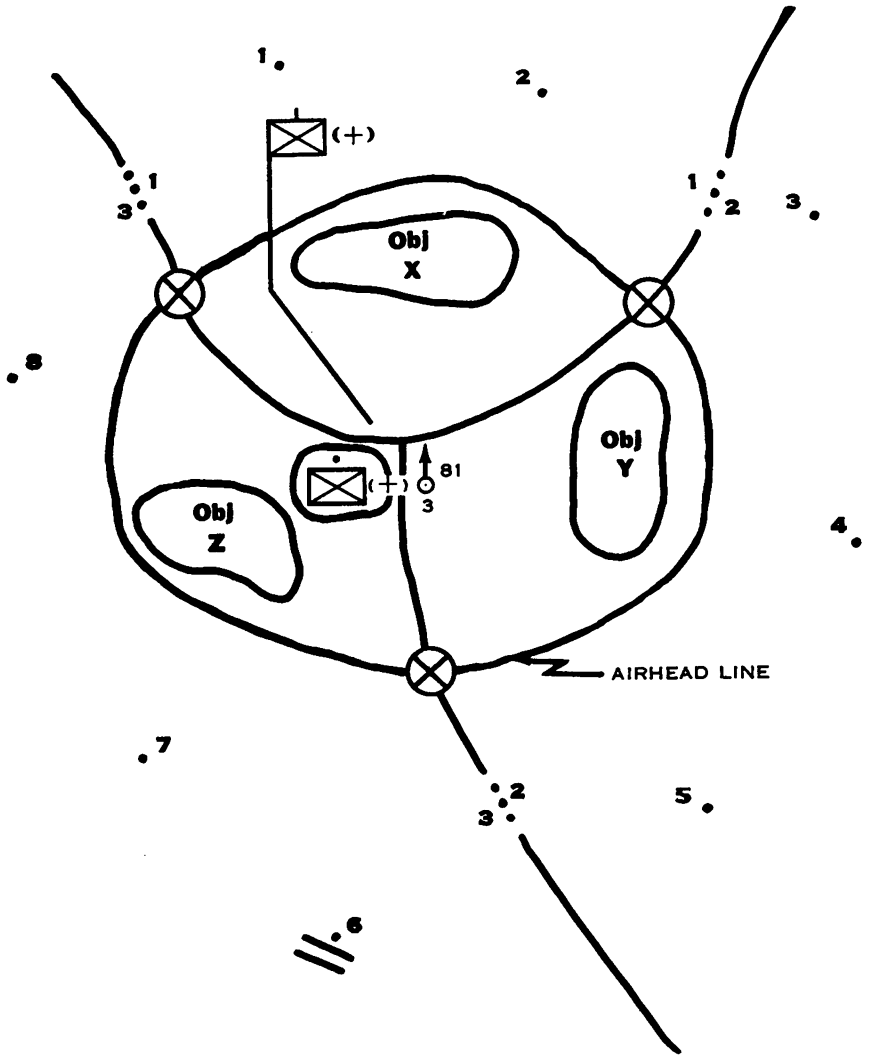

Figure 25. Scheme of maneuver—company lands on or near objective (schematic).

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(3) *Objective area.* The airhead line includes all of the objectives and maneuver space required for defense of the objective area. Coordinating points defining the airhead line are designated on the boundaries to help define the zone to be cleared in the assault phase and to identify the sector to be defended in the defense phase. The trace of the airhead line may be indicated when required. When the assault phase and defense phase are shown on one overlay, coordinating points and an airhead line are also portrayed. Normally, it is possible to select coordinating points suitable for both phases so that redistribution of assigned areas is not necessary.

(4) *Security.* The security echelon for an airmobile operation is the same as for other defensive operations (para. 20). Appropriate security measures must be taken by the rifle company. These may consist of listening posts, observation posts, roadblocks, or other security detachments. Their locations are normally designated by the company commander. They are provided by the rifle platoons and attached elements, and are controlled by the platoon leaders in whose zone they are located. The mission of these security detachments is to provide early warning and, within their capability, to delay and disorganize the enemy, and to deceive him as to the location of the airhead line. In order to better accomplish these missions, supporting elements (e.g., radar teams and antitank squads) may be employed with the security detachments. It is desirable for the security detachments to occupy their positions as early as possible to cover the assault phase of the operation. Security detachments normally land on their positions. Landing on position has the advantage of early establishment of security forces but does not insure clearance of the area between the airhead line and the security positions. Security detachments may be landed within the objective area and move out to their positions. Landing in this manner has the advantage of having the area between the security positions and the airhead line screened.

(5) *Employment of organic and attached units.*

(*a*) One or more antitank squads from the battalion antitank platoon may be attached to the rifle company. They will normally be employed in general support of the company and will be positioned to cover armor

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approaches and to take maximum advantage of the terrain and the range of the weapons.

(*b*) If engineers are attached, they perform appropriate engineer tasks such as constructing roadblocks, preparing or removing demolitions, and clearing or improving landing areas. Priority of work will usually be assigned to the security positions.

(6) *Reserve.* To insure rapid seizure of the assigned objective area, an airmobile company commander may often find it necessary to assign objectives to all of his rifle platoons. This requirement may not allow the company commander to withhold initially any part of his maneuver elements as a reserve. Platoons having assault missions are given reserve missions to be accomplished on order. Elements of company headquarters, attached units, and fire support elements will compose the reserve in these situations.

(7) *Defense.*

(*a*) Normally, the boundaries and other control measures used for the assault phase will be suitable for the defense of the objective area. It may be necessary, however, for the company commander to make adjustments once he arrives in the objective area and has an opportunity to conduct a ground reconnaissance.

(*b*) The defense of the airmobile objective area usually takes the form of the perimeter defense (para. 130 through 132).

(*c*) After the positions on the airhead line are completed, the company commander plans to move additional elements of the company to occupy positions forward of the airhead line. Such positions will serve to reinforce previously established security positions.

c. Fire Support Planning.

(1) Fire plans are developed concurrently with the assault plan and defense plan.

(2) The company commander of the airmobile force, in coordination with the battalion staff, plans fires to be delivered prior to, during, and after the assault and in support of the defense of the objective area. Available fires may include artillery, close air support, and suppressive fires delivered by Army aircraft. Chemical agents may be used in the objective area in advance of the landing. Judicious

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use of smoke to cover the landing is considered. Close coordination of all forms of fire support is essential.

(3) Desirably, organic fire support elements (mortars and the antitank section) are held in general support. They must be positioned so as to be able to support the entire perimeter.

(4) For additional information concerning fire support planning, see paragraphs 63 and 118.

d. Landing Outside the Objective Area. In many situations, it will *not* be possible for the company to land on or near its objective. For example, enemy strength in the objective area may preclude the operation of helicopters near the objective. Additionally, the terrain on or near the objective may not be suitable for landing. In these situations, the airmobile force will be landed on a protected landing area a reasonable distance from the objective and the company can then move on foot to attack the objective (fig. 26). When this is done, all-round security must be provided during the movement to the objective area. Provisions are made for defending the objective area until linkup.

e. Linkup. Planning for a linkup must be coordinated in advance and includes:

(1) Coordination of schemes of maneuver (establishment of link-up points, delineation of objectives and boundaries or axes of advance, and location of a fire coordination line).

(2) Assumption of command. Linkup will normally be accomplished by a larger force and the company will come under the control of the link-up force commander.

(3) Command liaison with participating units.

(4) A system for mutual recognition (armbands, pyrotechnics, vehicle markings, and panels).

(5) Coordination of communication plans (establishment of nets and exchange of radios, if required).

f. Withdrawal Plan. See paragraph 147.

196. Landing Plan

a. Landing is based on the ground tactical plan. The company lands on or as close to its objective as the terrain and enemy situation permit (para. 186). Landing details include the sequence, time, and place of arrival of troops and materiel, and the control measures to be used. The company commander coordinates with battalion S2 and the representative of the supporting aviation unit when selecting landing areas if they have not been prescribed by

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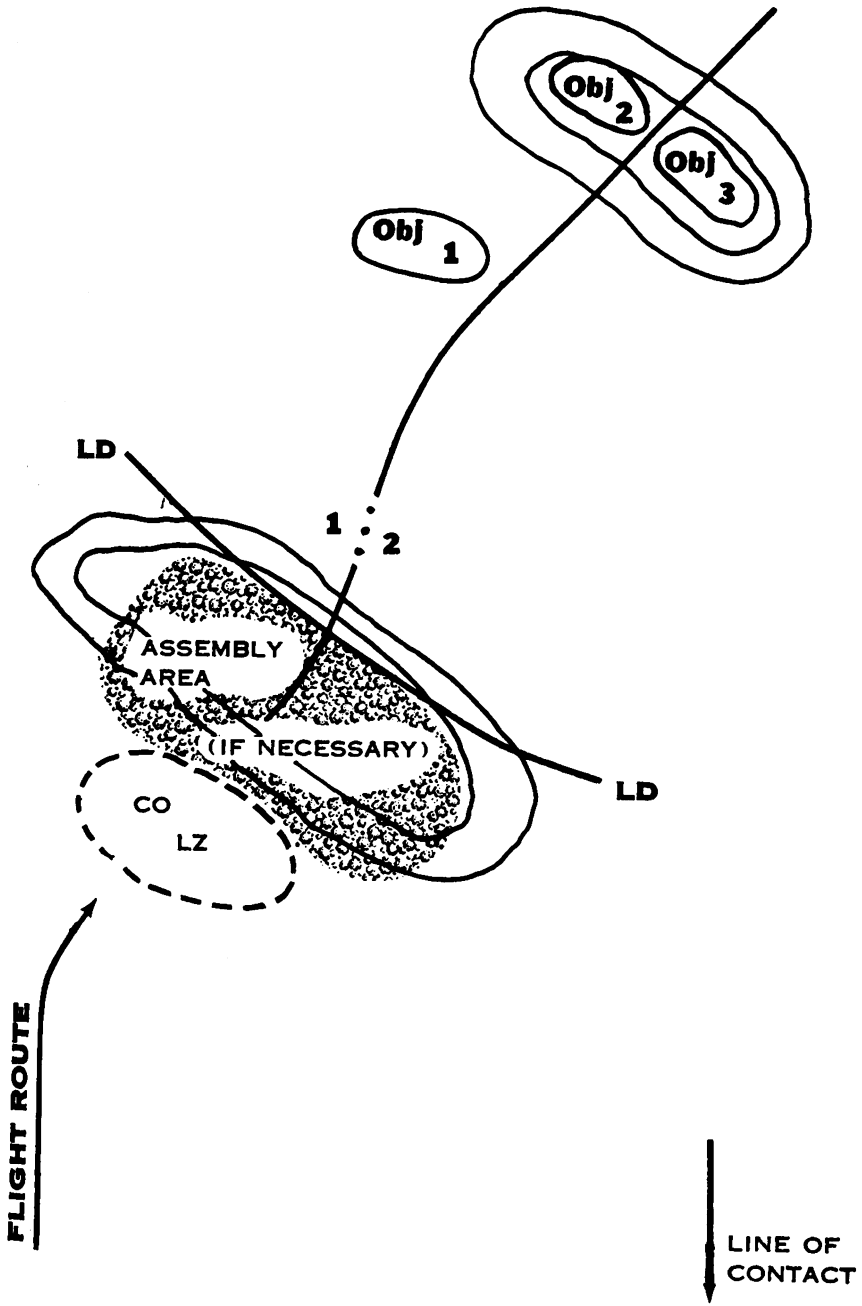

Figure 26. Scheme of maneuver—company unable to land on objective (schematic).

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battalion. Any significant enemy strength in the objective area may not permit use of landing areas which coincide with objectives. In this event, landing areas are selected outside the objective area and the airmobile force moves on foot from the landing area to the objective. Alternate plans are prepared when time permits.

b. Desirable characteristics of landing areas are:

(1) Ease of identification from the air.

(2) Proximity to concealment and cover.

(3) Relative freedom from obstacles and enemy air defense fires.

(4) Proximity to objectives, dominating terrain, covered routes of approach to objectives, good road nets, and terrain favorable for defense against armored attack.

197. Air Movement Plan

a. Air movement planning for an airmobile operation involves:

(1) *Flight routes* (fig. 27). Flight routes are selected by the battalion or higher headquarters in coordination with representatives of the supporting aviation unit. They should be selected to follow recognizable terrain such as rivers, natural corridors, railroads, and roads.

(2) *Flight corridor* (fig. 27). Friendly fires must be controlled to prevent inflicting damage on friendly aircraft. Flight corridors enclosing all flight routes to be used are therefore prescribed and all fires within the corridor are coordinated and restricted.

(3) *Flight formation.* The flight formation for any given mission is influenced by technical as well as tactical considerations. Technical considerations govern the minimum flight safety precautions that must be taken. An important element for coordination (company commander and aviation support personnel) in this portion of the plan is that the flight units or serials are arranged within the formation to best support the plans for landing and, consequently, the ground tactical plan.

b. Although less desirable, on occasion it will be necessary to move the company in more than one lift (shuttle). When this is necessary, the maximum rifle strength and fire support, antitank, and security elements move in the first lift. When a landing cannot be made in the immediate objective area and a cross-country attack is necessary, it may be desirable for early lifts to await the arrival of succeeding lifts before beginning the attack. In such

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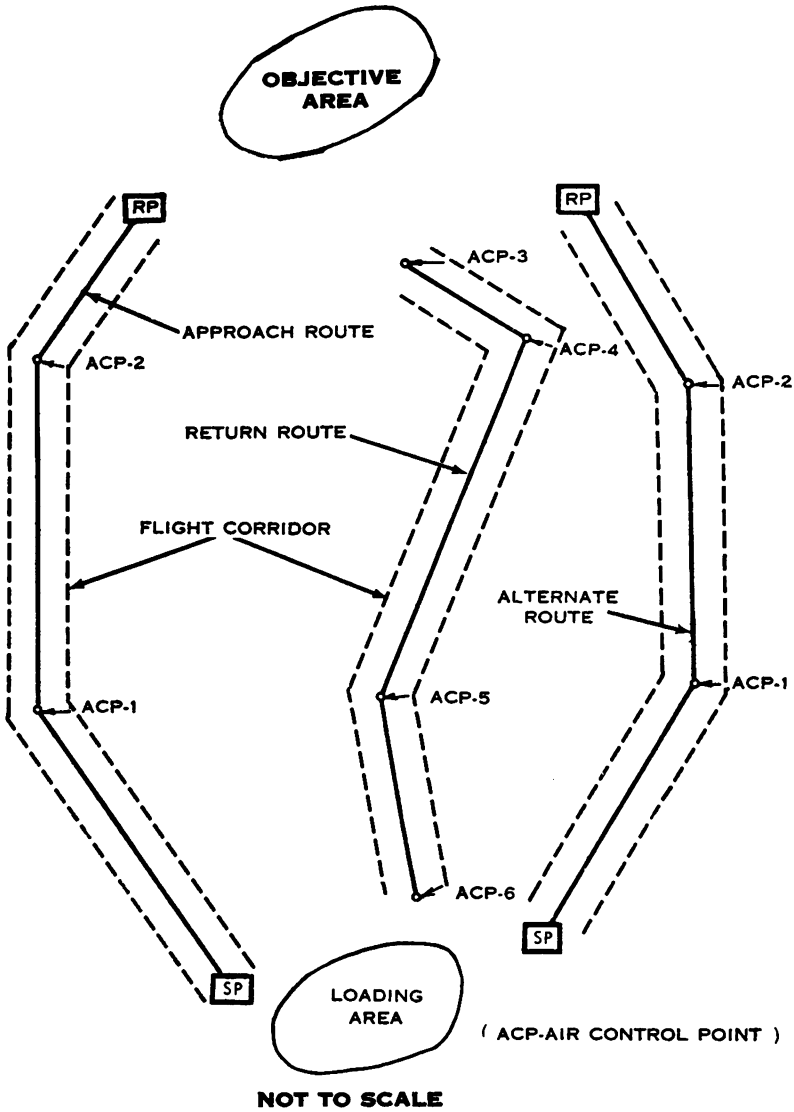

Figure 27. Flight routes and corridors (schematic).

cases, a defiladed landing area and a concealed assembly area are preferable.

198. Marshaling

a. The marshaling plan for an airmobile operation is generally the same as that for a joint airborne operation except that for an airmobile operation it is less detailed and complex.

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b. Details of the marshaling plans are coordinated between the company commander and a representative of the Army aviation unit. These details include:

(1) Exact touchdown site for each helicopter.
(2) Chalk marks and/or loading formation.
(3) Direction of flight.
(4) Landing and directional aids to assist arriving aircraft.
(5) Location of troops who will load aircraft.
(6) Aircraft allowable cargo loads.
(7) Procurement of necessary webbing for sling loads.
(8) Preparation and hookup of sling loads.
(9) Loading area security.

c. Loading is based on the plan for landing which, in turn, supports the ground tactical plan. For example, units with the most critical missions or which have the greatest distances to travel from the release point are transported in the leading flight. The mission is the paramount consideration. Tactical integrity, at least to include fire team or weapons team, is maintained during load planning. Key personnel and equipment are distributed throughout the serial or flight unit. Care must be exercised, however, to insure that loading complements the landing plan so that aircraft routes do not cross one another after flights pass the release point.

d. Type loads can be prearranged by SOP. For example, four light- or two medium-transport helicopters are normally required to lift one rifle platoon. A company SOP can, therefore, prescribe exactly how each platoon will be loaded. Buffers for varying numbers of aircraft can be incorporated in the SOP by establishing a priority on vehicles which will accompany the airmobile force.

Section III. CONDUCT

199. General

This section describes the following aspects of airmobile operations: marshaling, air movement, landing, assault, and defense of an objective area in hostile territory. It considers a rifle company conducting an independent airmobile operation in which the company:

a. Lands on, or immediately adjacent to, its objective(s).

b. Lands a reasonable distance from its objective area and attacks cross-country to seize the objective area.

200. Marshaling

a. Marshaling is conducted in the assembly areas of the airmobile force or as near to them as possible. Prior to the arrival

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of transporting aircraft, platoons accomplish preparations for attack as described in paragraphs 51 and 52. In addition, special preparation applicable to airmobile operations is made. For example, vehicles are prepared for sling loading and personnel are briefed on loading and safety procedures.

b. Platoons are disposed in the loading area so as to permit quick loading of helicopters. Based on previous coordination with personnel of the supporting aviation unit, exact touchdown locations are established and marked (if necessary) for each helicopter.

c. Individuals who are not accompanying the airmobile force hook up sling loads in order to avoid unnecessary delays.

d. If communication security permits, unit or aircraft radios may be used to control loading; otherwise, visual signals must be used. If possible, spare aircraft should be available in the event any aircraft aborts during the loading process.

201. Air Movement

a. The company commander is responsible for the conduct of the air movement. If necessary to control movement from the loading area(s), he uses unit personnel, pathfinders when available, and personnel and facilities of the supporting Army aviation unit. The commander of the supporting Army aviation unit advises and assists him by maintaining communication with the aircraft and by transmitting movement instructions as required.

b. Serials depart from the loading area by flights at the time prescribed. The takeoff and movement to the start point are executed so the flights arrive at the start point at the prescribed time and in the proper formation.

c. The company commander is kept informed of the progress of the loading and of any changes in serial composition, delays, etc., due to aircraft aborting prior to or on takeoff. This is particularly important during shuttle movements.

d. Flight routes are defined by air control points (ACP) (checkpoints). Normally, the start point and release point are easily recognized landmarks. They may be identified by visual or electronic devices, especially at night and during periods of limited visibility. As many additional ACP as are required for navigation may be designated and marked in a like manner.

e. The aviation unit commander is responsible for executing the flight as prescribed in the order. He keeps the company commander informed of progress during the flight and makes any recommendations he considers appropriate.

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f. The battalion commander maintains contact with the column during flight, and transmits instructions as required.

g. Upon reaching the release point, flight units within the air column leave the column and proceed to the assigned landing areas. They may be guided either by pathfinders, airborne guides, or electronic means.

h. To reduce congestion in the landing areas and minimize the time aircraft are exposed to enemy fire while on the ground, they are unloaded rapidly and depart by flights instead of serials.

i. Flights return to the loading area over designated return routes. If an alternate route is to be used, necessary instructions are issued and coordinated with the FSCOORD and other affected agencies.

202. Landing and Assault

a. The assault phase of an airmobile operation begins with the landing of the lead elements and continues through the seizure of the objective area and the occupation of the security positions.

b. When helicopters touch down, troops unload without delay and depart the landing area immediately. Zones of action are cleared as necessary and units begin preparation of defensive positions. Security elements are dispatched to perform missions outlined in paragraph 60.

c. In operations where the company must land some distance from the objective(s), it may be necessary to reorganize in an assembly area prior to the attack. Since cross-country movement to the objective area takes place in hostile territory, increased security measures must be taken. Intermediate objectives, LD, zones, and other control measures are selected and used as appropriate. Organic and attached fire support elements immediately take action to support the scheme of maneuver. Once assigned objectives have been seized, a perimeter defense is established.

d. One of the most difficult problems encountered by leaders during the landing is that of ground orientation. This problem can be partially solved by detailed map and aerial photograph study prior to the operation. In addition, all leaders must be aware at all times of the location of aircraft during flight so they will be oriented in case of forced landing. Knowledge of the direction of landing assists leaders in orientation upon landing. Close coordination with pilots during flight is necessary. The pilot or crew chief can inform the troops of the direction the helicopter is facing to assist in orientation. Additionally, the troops should be informed of any enemy activity observed while landing.

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203. The Defense

a. Airmobile operations involving the retention of the objective area normally have a defensive phase. The period of time involved varies depending on the mission assigned, the size and composition of the force, enemy reaction, and the type of operation contemplated.

b. Perimeter defense of the objective area is accomplished by organizing and occupying the dominant terrain along the airhead line to cover main routes of approach into the position; covering unoccupied terrain between defended areas by fire, mines, and other manmade and natural obstacles; patrolling; and withholding a reserve. Enemy attacks are countered by shifting units, reinforcing threatened areas, employing massed fire support, and counterattacking. The interior lines of communication to the perimeter facilitate shifting troops, massing fires, and committing reserves, including units from portions of the airhead line not under attack. Reserves are held in positions of readiness prepared to counterattack, to occupy defense positions, or to execute blocking missions.

c. Continuing emphasis must be placed on improving and extending antitank defense in the objective area. Organic antitank weapons, manmade obstacles, natural obstacles, and close air and other available support must be used to maximum advantage.

d. After defensive positions are prepared, additional elements of the company may occupy positions forward of the airhead line to supplement security positions. Units withdraw to the airhead line only when ordered to or when forced by enemy pressure. The conduct of the defense from these forward positions is similar to the conduct of a delaying action (para. 159 through 163).

204. Withdrawal by Air

A withdrawal by air is an operation in which all or part of a deployed force disengages from the enemy and moves by aircraft to another location. A withdrawal by air from an objective area may be planned during the planning phase for execution when the mission has been completed, or it may be executed as a result of a change in the original plan or when forced by the enemy. It may be conducted by day or night. The rifle company can make a withdrawal by air as part of a larger force, or as an independent unit after conducting an independent operation such as an airborne or airmobile raid.

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CHAPTER 9
OTHER TACTICAL OPERATIONS

Section I. GENERAL

205. General

a. The rifle company is organized, trained, and equipped to fight under any and all conditions. However, the nature of certain operations and special equipment required for the environment will demand that the rifle company receive specialized training equipment for some tactical operations.

b. This chapter presents a broad summary of initial considerations for the conduct of specialized tactical operations. For detailed coverage, see pertinent manuals listed in appendix I.

Section II. MOUNTAIN AND NORTHERN OPERATIONS

206. Characteristics of Mountain Operations

a. Combat in mountains requires detailed planning and preparation. Increased emphasis is placed on Army aircraft for resupply and movement. Ground vehicles and weapons not suited for the terrain are eliminated or replaced. Available animal transport from local sources, or native bearers, may have to be relied on for resupply.

b. Decentralization of control is normal, and attacks are generally executed by semi-independent units. Objectives are usually terrain features that dominate passes through the mountains. Each dominant height must be secured before movement to the next. Attacks should strike the enemy on the flanks or rear; a frontal assault will have little chance for success.

c. The use of tanks in mountain warfare is limited. Employment of heavy infantry weapons and artillery is hampered by difficulty of movement and ammunition resupply. High-angle-fire weapons, regardless of weight and size, assume major importance. Nuclear weapons can be expected to be employed. The bulk of fighting will be done by dismounted infantry forces, and close combat will gain in importance as availability of fire support decreases.

d. Small forces can be used to harass, impede, or prevent move-

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ment of large enemy forces. Frequently, mutual support between adjacent units is limited or impossible.

e. Movement time in mountains is measured in the time it takes to traverse difficult terrain using the normal speed and distance factors. Time and space factors vary with terrain, altitude, and available road nets. Employment of reserves has to be well planned because movement time is relatively slow.

f. Weather in mountain areas is erratic and troops must adapt themselves accordingly. Normally, wind velocity increases with altitude. Strong winds in protected valleys are uncommon while the high peaks and ridges are seldom calm.

207. Characteristics of Northern Operations

a. Operations in northern regions are affected differently by climatic conditions at various times of the year. The seasons consist of winter and summer, and the transitional periods of freezeup and breakup. The company will have to react differently to each condition.

b. During the winter, extreme cold and snow create a need for warm clothing, heated shelters, and a means of over-snow movement. The importance of tracked vehicles increases as little mobility is afforded by wheeled vehicles except on cleared trails and roadways. Troops should be trained in the use of skis or snowshoes, trail breaking, combat techniques in snow, and other techniques for survival. Frozen lakes and waterways provide good avenues of approach and runways for Army aircraft. All frozen lakes and rivers should be checked prior to use to determine ice thickness and type. During winter, periods of daylight are short.

c. During the summer, cross-country mobility is reduced because extensive swamps, lakes, muskeg areas, and rivers become obstacles. Maximum use can be made of inland waterways for routes of communication. Use of Army aircraft for resupply and transportation becomes of increased importance. During the summer, there is almost continuous daylight.

d. In the transition period from winter to summer, large-scale operations should be avoided. Thaws weaken ice on streams and swamps, and thawing ground will not support traffic. Temporary roads and airstrips disappear. In the freezeup period, the ice is too thin on lakes and inland waterways to support traffic, yet it impedes movement by boat. Frozen mud on roadways becomes a hazard to traffic. During the transition period, Army aircraft are the primary means of cross-country mobility. Planning to position

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supplies for using units is necessary to overcome the obstacles created by the weather.

e. The lack of natural cover and concealment makes the company especially vulnerable to air attack. Additional air defense means may be required to defend the company. Effective passive air defense will reduce the number of air defense fire units required.

f. For a detailed discussion of cold weather and arctic operations, see FM's 31–70 and 31–71.

Section III. DESERT AND JUNGLE OPERATIONS

208. Considerations of Desert Operations

a. General. When the company has been notified that it is to participate in desert operations, special preparation is required. Procedures which must be implemented can generally be categorized in two groups: survival and operational.

(1) *Survival.* Water is the most important supply item in desert operations. The company should make provisions for storing extra water in extra water cans, lister bags, 55-gallon drums, or field expedient containers. Heat exposure indoctrination and supervision must be emphasized. Hygiene and sanitation must be strictly supervised by squad and platoon leaders. Daily inspections to treat skin and intestinal afflictions must be conducted to prevent minor ailments from developing into casualty-producing medical problems. Protective clothing should be available to protect individuals against temperature extremes and dust storms.

(2) *Operational.* The organic equipment of the company, particularly that of the mechanized rifle company, is well suited to desert operations. Maintenance requirements are more severe, particularly for vehicles. Additional suspension systems and cooling systems and spare parts for these system should be obtained. Training in movement and tactical drills must be conducted to assure proficiency while operating in widely dispersed formations over desert terrain.

b. Air Defense. A larger than normal number of air defense fire units may be required to defend the company in desert operations, as the lack of natural cover and concealment in a desert environment makes the company especially vulnerable to air attack.

c. References. For details on the rifle company in desert operations, see FM 31–25.

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209. Considerations of Jungle Operations

When the company has been advised that it will participate in jungle operations, special measures must be taken which include provisions for storage of all nonportable equipment, procurement of special organizational equipment, and assignment of personnel who normally operate nonportable weapons and equipment. Additional machineguns and grenade launchers should be obtained, if available, to equip personnel whose nonportable weapons have been stored. Training must be conducted to insure proficiency of re-equipped individuals and squads (FM 31–16).

a. Command Responsibilites. SOP must be reviewed to insure that squad and platoon leaders realize their responsibilities for daily medical inspection and supervision of health measures to control afflictions to which soldiers are susceptible in the jungle, e.g., leeches, malaria, fungi, and dysentery (FM 21–76). Communication procedures within the company and to battalion must be re-evaluated because signal attenuation in jungle growth reduces the range of radios.

b. Training Requirements. Training by squads and platoons must be conducted to condition them to movement in the jungle and to combat techniques and battle drill differences required by limited visibility and difficult movement.

c. Air Defense. Effective passive air defense is possible for the company engaged in jungle operations, thereby reducing its vulnerability to air attack and the number of air defense fire units required.

d. Reference. For details on the rifle company in jungle operations, see FM 31–30.

Section IV. RAIDS

210. General

a. A raid is a surprise attack on an enemy force or installation, with the raiding force withdrawing after accomplishing its mission. A raid is usually ordered by the battalion commander and may be conducted by all or part of the rifle company. It may be conducted using any or all means of transportation.

b. A raiding force may be assigned such missions as destroying key installations, command posts, supply dumps, and nuclear delivery means; capturing prisoners or materiel; or harassing the enemy to disrupt his operations.

c. The success of a raid depends largely on the element of surprise. For this reason, raids are usually conducted at night or

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during adverse weather, or on difficult terrain which the enemy may consider impassable.

d. The size of the raiding force is the smallest that can reasonably be expected to accomplish the mission. The difficulty of achieving surprise and maintaining control increases in proportion to the size of the raiding force.

e. The use of air transport permits a raiding force to bypass enemy positions, terrain, and distance barriers. In parachute or airlanded moves, the raid force is apt to be beyond supporting distance of its parent unit.

f. For a discussion of raid patrols, see FM's 7–20, 21–50, 21–75, 57–10, and 61–100.

211. Planning

a. General. Thorough planning is essential to the successful execution of a raid. Detailed advance information of the enemy, to include night dispositions, is obtained. Prior to the conduct of a raid, information of the enemy dispositions are generally obtained from patrolling, from line crossers, and from aerial surveillance data obtained by higher echelons. Raid commanders should request both map and aerial photo coverage.

b. Organization. The commander of the raiding force organizes his unit into an assault element and a security element. Each element is organized and equipped to accomplish a specific part of the overall mission. The size and composition of the elements depend on the tasks to be accomplished and the expected resistance at the objective. The assault element may use special equipment such as night-viewing devices, demolitions, and flamethrowers. It may include special teams such as engineers or scout dogs. The assault element eliminates hostile resistance at the objective and performs specific combat tasks as required. If airlanded, it may be supported by the suppressive fires of the transporting helicopters. The security element isolates the objective and protects the assault element attacks.

c. Route of Advance and Withdrawal. Routes are selected to avoid known or suspected enemy positions. The route of advance should be concealed and covered. The raid is launched from the last concealed position. Advance and flank security detachments may precede the raiding force to silently dispose of enemy security elements. The withdrawal may be conducted over the same route used for advance, but alternate routes of withdrawal are selected and plans are made for their use. Provisions are made to keep

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withdrawal routes open by use of security elements or prearranged fires.

d. Rallying Points. Rallying points are designated along the route to and from the objective. They should provide concealment and cover, be defensible for a short period of time, and be easily recognized and known by all members of the unit.

e. Fire Plan. A complete and detailed fire plan is prepared even though the fires may not be used. Fires are planned to isolate the objective or guide troops to it, to prevent or limit hostile counterattacks, to aid in keeping open the route of withdrawal, and to mask noise. Their use at the outset may decrease the element of surprise if they create a new fire pattern, but this may be acceptable in the face of a strong enemy position.

f. Security. Security is maintained while planning and conducting a raid to deny the enemy knowledge of its exact location, direction, and objective. Higher headquarters may plan and conduct feints to increase the chances of gaining surprise. During the raid, the raiding force commander protects his flanks by means of flank security detachments and by use of prearranged fires on probable avenues of enemy approach. He gives the security elements definite instructions regarding their dispositions and the time or signal for withdrawal.

g. Rehearsals. When possible, the raiding force rehearses on terrain and under light conditions similar to those that will be met on the raid.

h. Airborne Raids. In addition to the considerations listed in *a* through *g* above, the following aspects should be considered in planning an airborne raid (either parachute delivered or airlanded):

(1) Plans for the movement are designed to deliver the raiding force to the objective area intact with a minimum risk of detection. Routes are carefully selected to avoid enemy positions and to take advantage of defilade. Deceptive measures may be used.

(2) Withdrawal by air is difficult and requires detailed primary and alternate planning. If an airlanded raiding force can complete its mission in a relatively short time, the delivery aircraft may be able to remain at the landing area, covered by a security force, until the raiding force is ready to withdraw. If waiting is likely to expose the aircraft unduly, they may leave and rendezvous with the raiding force at a designated place and time.

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(3) An airborne raiding force can strike deep in enemy territory, but it may need support from other services. Such support must be thoroughly coordinated. Such a force may also be able to work in conjunction with partisan or guerrilla forces.

(4) Planning and preparations for an airborne raid closely parallel those for an airmobile assault. The plan of attack described for the airborne assault is modified to incorporate considerations appropriate to ground raids. See FM 57–35 for discussion of airmobile techniques, and FM 57–10 for joint airborne operations doctrine.

212. Conduct of a Raid

a. During a ground movement to the objective area, every effort is made to bypass enemy elements and escape detection. Security elements normally operate to the front and on the flanks of the main force. If a security detachment becomes engaged, the main force attempts to avoid the action.

b. In the case of an airborne raid, elements of the raiding force normally assemble independently immediately upon landing, then start on their assigned tasks without waiting for further orders.

c. As soon as an airborne or ground raiding force arrives, its security elements take positions where they can block approaches and prevent enemy reinforcements from moving into the objective area. They also prevent the enemy within the objective area from escaping. When the security elements are in position, the assault element attacks or performs whatever task the mission requires. Time is of the essence and if an attack is made, it must be quick and violent to capitalize on surprise.

d. When the mission is completed, the force reassembles at the rallying point and withdraws. Fires are delivered as necessary to assist in breaking contact. Security elements operate to the flanks and rear of the force to cover its withdrawal. Fast movement is essential. Security elements operating ahead of the main body increase the chances of bypassing enemy positions.

e. Casualties are assembled at specified points for evacuation. The commander does not divert any of his combat strength to evacuate casualties until the mission has been accomplished and the force is ready to withdraw.

f. A portion of the raiding force may be assigned to act as a stay-behind force. For more discussion of the actions of stay-behind forces, see paragraph 149.

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Section V. COUNTERGUERRILLA OPERATIONS

213. General

Combat against guerrilla forces is characterized by increased emphasis on finding and fixing the enemy. Capture or destruction of guerrillas fixed in position is similar to capture or destruction of regular enemy forces. Guerrilla bases are often located in terrain inaccessible to ground vehicles; counterguerrilla forces must be prepared to operate on foot or utilize varied means of transportation.

214. Organization of Guerrilla Forces

a. Limited or General War. Where U.S. or Allied forces are fighting a conventional war in a country which is friendly to the United States, guerrillas may be regular enemy forces not in physical contact with their own forces. These guerrilla forces will be organized as tailored regular forces. Some local residents may be part of this force; i.e., members of dissident groups or loyal citizens who have been impressed into service. Where U.S. or Allied forces are operating in an enemy country, guerrilla forces may be organized from any nationalistic group with some military support provided by the enemy government or its allies.

b. Insurgency. The guerrilla forces of an insurgent group may vary from local units with relatively poor training and equipment to units organized as regular military forces. By the time U.S. forces are committed as units in a counterguerrilla role in an insurgency operational environment, the insurgency will likely have reached its last phase, and the guerrilla force will have reached an organizational stage approaching that of regular units.

215. Guerrilla Forces Operations

a. Limited or General War. Guerrilla forces operating in countries which are friendly to the United States will direct their operations at critical targets. Night operations will predominate, and unpopulated areas will be used as bases of operations. In countries where U.S. forces represent the occupying power, guerrilla operations will be directed at all military targets. Civilians who cooperate with the occupying forces will also be targets for guerrilla operations in this environment.

b. Insurgency. In insurgencies, the primary effort of guerrilla forces is to convert the civilian population to the ideology of the insurgents and to establish their own government or discredit the existing government. Destruction of military targets and other

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government installations will be the tactical objective of insurgent guerrilla forces. Propaganda and other means of persuasion will be used by insurgent guerrillas to gain support for their cause.

216. Offensive Counterguerrilla Operations

a. Limited or General War. Infantry companies not in contact with enemy forces operating in the conventional sense may be required to conduct offensive counterguerrilla operations. Squad-, platoon-, and company-size patrols will be required according to the size of the enemy guerrilla force operating in the area. The primary purpose of these patrols will be to find and fix the enemy guerrilla force. The firepower superiority available to forces in limited or general war can destroy or cause the surrender of guerrillas once their position has been fixed.

b. Insurgency. Offensive counterguerrilla operations may be required in a wide range of terrain and tactical situations. Generally, insurgent guerrilla units will not be located in major cities, but in smaller villages and less populated areas. The most difficult aspect of operations against insurgent guerrillas is location and identification of the guerrillas; in addition, the employment of fire, fire support, and maneuver may be conditioned by the requirement not to harm civilians who may be intermingled with the guerrilla force. Rifle companies will be assigned sectors of operations for which they will be responsible. The size and type sector assigned will depend upon estimated size of guerrilla force in the area, population density, terrain, other friendly forces available for assistance, and the mobility and firepower available. See FM 31–16 for a description of offensive operations that the company (independently or as part of a larger unit) may conduct against guerrilla forces.

217. Security Against Guerrilla Operations

a. Limited or General War. All rifle companies not in contact with frontline enemy forces are potential targets for guerrilla attacks; however, materiel and installations are generally more lucrative objectives for guerrillas. Rifle companies whose positions are in the vicinity of quantities of materiel or critical installations should be prepared to assist in the defense of these objectives if they come under guerrilla attack. Continuing static security for materiel and installations is not considered an appropriate mission for a rifle company. Security against guerrillas is best achieved by saturation patrolling and continuous offensive action.

b. Insurgency. Rifle companies should not be assigned static security missions of extended duration. Local security of tactical

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bases which have been established to facilitate offensive operations should be the principal security consideration for infantry units. Clear-and-hold operations are a type counterguerrilla operation in which security and defensive measures are required following offensive action. In these operations, rifle companies or elements thereof may be required to provide security for essential installations, routes of communication, and communities until such time as local militia-type forces can assume responsibility. Vigorous patrolling, limited offensive action, and ambushes are effective security measures for these installations, routes, and communities.

218. Counterguerrilla Training

The emphasis on infantry training for counterguerrilla operations must be on those infantry techniques and procedures which are utilized in finding and fixing the enemy. Patrolling by squad-, platoon-, and company-size units must receive maximum attention. Ambush, ambush detection, and counterambush training should be stressed. Rifle companies must become proficient in operating without organic vehicles. Some tailoring must be done within companies and battalions so that personnel who normally ride and are assigned to crew-served weapons and other nonportable equipment can be employed in a foot mobile role. Units must become proficient when operating in this tailored configuration. For details on counterguerrilla operations, see FM's 7–15, 31–16, and 31–22.

Section VI. INFILTRATION

219. General

a. Infiltration is a technique of movement and may be used in offensive or defensive operations to obtain intelligence, harass the enemy, or—under certain conditions—move relatively large units into the enemy's rear areas.

b. The purpose of infiltration is to surprise the enemy by penetrating his position by stealth. Infiltration may accomplish or assist in the conduct of decisive tasks, two of which are:

(1) To seize decisive terrain in conjunction with supporting attacks.

(2) To serve as a supporting attack to destroy the enemy or his vital installations by attacking his reserves; fire support delivery means; and key command, communication, and logistical installations.

c. Execution of a successful infiltration requires terrain or enemy dispositions, or both, that permit movement of forces

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through initial enemy defense without detection. Troops should be seasoned, well trained, and disciplined.

d. Although infiltration lends itself to dismounted action, under certain circumstances aircraft or ground vehicles can be used effectively to expedite movement of the infiltrating forces.

220. Basic Considerations

a. An infiltration requires time, detailed planning, and thorough briefings of personnel. Since movement is by stealth, the movement of forces will be slow.

b. Objectives for infiltration are key terrain features, such as crossroads and defiles, which restrict the movement of the enemy reserves or isolate enemy defensive positions.

c. The routes used should limit enemy observation and his use of surveillance devices. Woods, swamps, and broken ground are best suited for infiltration. Within the area, suitable routes for movement should be available. Avenues of approach, in the accepted sense, should not be used since it can be expected that the enemy will have these under observation and planned fires. Reduced visibility increases the chances of success and should be planned.

d. Normally, infiltration techniques will be adopted when the enemy presents a dispersed force with gaps existing between units. If the enemy is alert and equipped with detection devices, deception and diversionary measures must be used.

e. Infiltration is difficult to control and coordinate. Close coordination must be made with supporting fires and units that will link up with the infiltrating force. (For a discussion of link-up operations, see paragraph 222 and 223.)

f. Infiltration lanes are established as control measures along with phase lines, checkpoints, attack positions, objectives, and rallying points or areas. The width of infiltration lanes will be specified to facilitate control of friendly fires adjacent to the lanes.

g. Communication must be established within the infiltrating unit and with the controlling headquarters.

h. The method of infiltration will determine the weapons and supplies that will accompany the force.

i. Because of the nature of the operation, maximum dissemination of information must be accomplished.

j. Figure 28 depicts a rifle company attacking by infiltration.

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221. Conduct of the Infiltration

a. Depending on the terrain and enemy situation, the company may move as a unit or be broken down into platoons, squads, or detachments. Elements move through the enemy forward defensive position avoiding detection, and avoiding decisive engagement if detected. The company uses one or more infiltrating lanes to move to attack positions.

b. Upon arrival in the attack position, the company conducts operations as described in paragraphs 65 through 72.

c. Groups which lose their direction or are unable to reach the attack position proceed to rallying points or areas.

d. When helicopters are used to move forces in the infiltration, the aircraft fly in small formations. During and after movement to the attack position, aircraft may simulate landing at other points as a deception measure.

e. For more information on infiltration, see FM's 7–20 and 21–50.

Section VII. LINK-UP OPERATIONS

222. General

A linkup involves the juncture of two converging ground forces. It may be conducted as a part of the following operations: airmobile or joint airborne operations; an attack to assist, or the breakout of, an encircled force; an attack to join a force of infiltrators; or in the convergence of separate forces. The rifle company may participate in link-up operations as part of a larger force.

223. Planning for Linkup

Planning for linkup must insure close coordination of the efforts of the link-up force and the force with which linkup is made (the stationary force). Detailed plans are prepared and coordinated in advance and include a system of mutual recognition, communication, scheme of maneuver, coordination of fires, and alternate plans. For a further discussion on link-up operations, see FM's 7–20, 7–30, 57–35, and 61–100.

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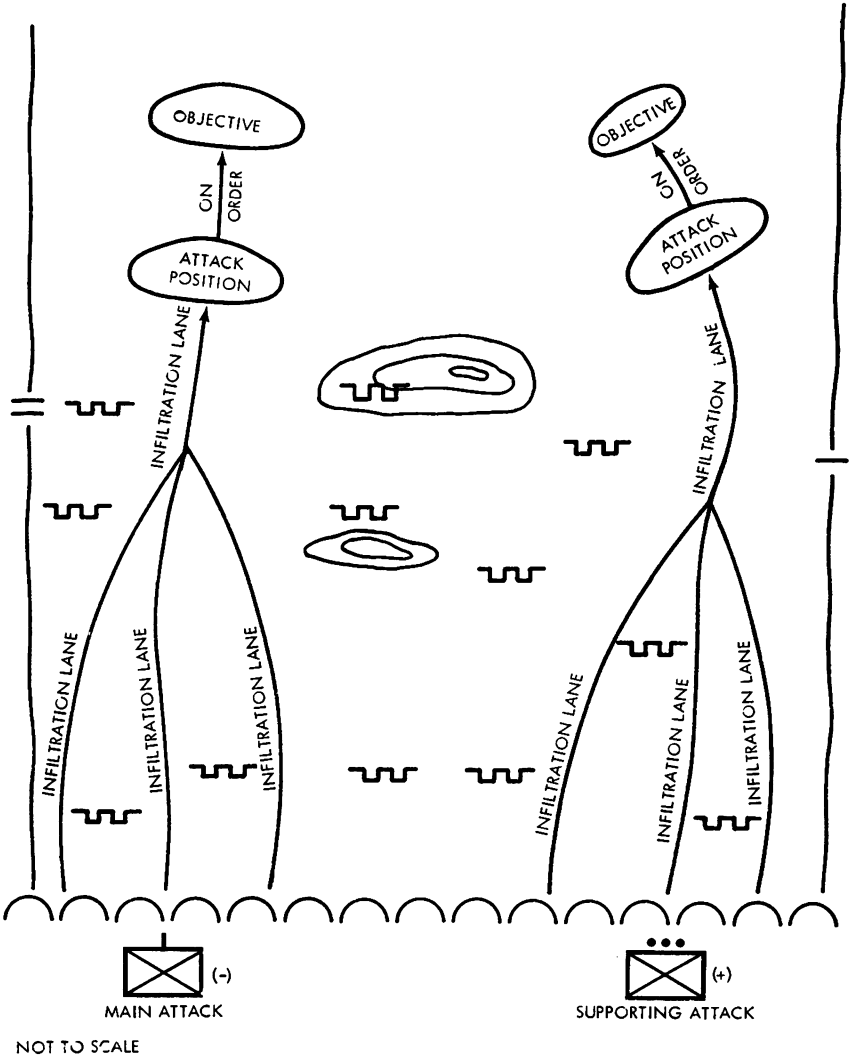

Figure 28. Rifle company conducting infiltration (schematic).

Section VIII. PATROLLING

224. General

a. A patrol is defined as a detachment sent out by a larger unit for the purpose of gathering information, securing prisoners of war; or carrying out harassing, destruction, mopping-up, or security missions. Patrols are classified by the type of mission they perform. The two general classifications of patrols are:

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(1) *Reconnaissance.* Reconnaissance patrols move to specified points or areas, gather required information through observation, and report information obtained. They will avoid enemy contact whenever possible, fighting only when necessary to accomplish the mission. A five- to nine-man patrol is considered a normal size reconnaissance patrol.

(2) *Combat.* Combat patrols are heavily armed detachments sent out to kill or capture the enemy or to destroy his equipment, materiel, or installations. The size of a combat patrol is consistent with the assigned mission.

b. While the battalion S2 has primary staff responsibility for reconnaissance patrols and the S3 primary staff responsibility for combat patrols, the company commander has overall responsibilities for patrol personnel provided by his unit. The company commander will check, rehearse, and give additional briefings to patrols from his company regardless of the initiating authority. Company-directed patrols must be coordinated with the appropriate staff officer(s) at battalion in order to insure a coordinated patrol effort throughout the entire battalion area.

c. For further information on patrolling, see FM's 21–50, 21–75, and 31–18.

225. Briefing and Debriefing Patrols

a. Normally, the battalion S2 or his representative will brief and debrief all reconnaissance patrols; the S2 is further responsible for briefing combat patrols on the weather, terrain, and enemy situation, and for debriefing these combat patrols. The patrol leader will keep the company commander informed of items on which his patrol has been briefed or debriefed by the battalion staff.

b. In combat situations, it will not always be possible for the appropriate staff officer to individually brief and debrief each battalion-directed patrol. In such cases, necessary information must be given to the company commander to insure proper briefing or debriefing of patrols he is directed to dispatch by battalion.

226. Company-Directed Patrols

Company-directed patrols for the most part will consist of those patrols that the commander feels necessary for the maintenance of contact between elements of the company, and between the company and adjacent units; those patrols considered necessary to provide warning and security to the company from enemy ac-

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tivity; and those patrols utilized for reconnaissance of importance to the company.

Section IX. REAR AREA SECURITY

227. General

During the course of planning for defense of the assigned area, positions which contribute to rear area security are developed. A separate plan for rear area security is not prepared at company level. Rear area security measures are integrated into the barrier plan, surveillance plan, fire plan, and patrol plan. The positioning of units and the selection of supplementary positions, as well as the local security measures taken by all subordinate elements, contribute directly to rear area security.

228. Separate Security Force

A separate rear area security force is not established. The reserve platoon is given a contingency mission of providing rear area security forces as required. When a situation develops which requires the employment of a force against a hostile force located in the company rear area, the selection of the unit and size force to be employed depends on the tactical situation at the time and the size and location of the hostile force.

Section X. RIVER CROSSINGS

229. General

a. The purpose of a river-crossing operation is to move an attacking force rapidly across a river obstacle so that it may continue its attack to seize an assigned objective(s). This operation differs from other ground attacks generally as follows:

(1) Specialized equipment and personnel are required.
(2) Limited areas suitable for crossing may tend to canalize the attack.
(3) Control of units is difficult because of the obstacle itself, restrictions imposed by space, and the necessary employment of units of several arms and services.
(4) Tactical courses of action are limited since deployment and firepower are restricted while the troops are astride the river.
(5) Once forces are committed to action, it is hard to deviate from the initial plan.

b. There are two general types of river crossings: hasty and deliberate.

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(1) A crossing is termed *hasty* when it is conducted as a continuation of the attack, with minimum loss of momentum, by the same forces which advance to the riverline. It is made with the crossing means that are at hand or readily available. A hasty crossing may be feasible when enemy defenses on the far bank are weak or when bridges or fords are captured before the enemy has a chance to destroy them. This type of crossing is characterized by speed, surprise, and minimum concentration of personnel and equipment.

(2) A *deliberate* crossing requires a buildup of forces and crossing means to overcome enemy defenses on the far bank. It may be conducted as a resumption of the offense or as a result of an unsuccessful hasty crossing or when a hasty crossing is not feasible because of the difficulty imposed by the obstacle or the strength of enemy defenses.

c. Both types of crossing require detailed planning. For further discussion of river-crossing operations, see FM's 7–20 and 31–60.

230. Concept

a. Higher headquarters provides detailed information of the river to be crossed and its defenses to the attacking troops before they arrive at the riverline. When existing crossing means can be sized and exploited before the enemy can destroy them, they are used. When a hasty crossing cannot be made, the attacker eliminates enemy forces on the near side of the river and prepares for a deliberate crossing. Normally, the near bank is secured by troops other than those assigned to make the assault crossing.

b. In any river crossing, the effectiveness of the river as an obstacle is reduced through surprise and deception and by the speed of the attack and buildup of forces on the far side. Every effort is made to maintain secrecy and to deny the enemy information, such as the time of crossing and location of crossing sites. Deceptive measures, such as feints and demonstrations, are prescribed and coordinated by higher headquarters. Plans may call for the extensive use of smoke.

c. A river crossing is normally made on a wide front to facilitate dispersion, rapid crossing, and deception. The size of the initial wave is limited solely by the available crossing means and sites.

d. When possible, assault units cross in helicopters and/or carriers and, normally, seize relatively deep objectives. Mechanized units should link up rapidly with the airmobile forces. When heli-

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copters are not available or their use is not feasible, rifle assault units must cross in boats. In this case, they have limited mobility after crossing and are normally assigned initial objectives closer to the river. An assaulting company generally crosses in two waves, whether in boats or carriers.

e. The attacker must rapidly seize objectives on the far bank and eliminate enemy resistance so that rafts, bridges, and other crossing means may be constructed for the rapid buildup of forces on the far side. When the assault crossing is made by boat, the assault units usually clear the far bank of effective enemy resistance. When the attacking units cross in carriers or helicopters to seize relatively deep objectives, this task is more frequently assigned to reserves.

f. Since the enemy will attempt to destroy the attacker while he is astride the river, the first waves to reach the far bank attack immediately to keep the enemy off-balance while the following forces are crossing.

231. River Crossing Using Carriers

a. General. Since carriers are amphibious, a mechanized rifle company can make either a hasty or a deliberate crossing at suitable sites where there are no bridges or fords. In a hasty crossing when speed is essential to capitalize on a discovered enemy weakness, platoons cross as they arrive at the entry site. Tanks, the antitank section, and other fire support elements that cannot cross immediately support the rifle platoons from positions on the near bank. Maximum use is made of nonorganic fire support so that organic fire support elements can be positioned on the far bank as early as possible to support the subsequent action.

b. Planning and Preparation.

(1) Before making a deliberate crossing, the company commander and as many of his subordinate leaders as possible (including vehicle commanders) reconnoiter the ground to select routes forward and suitable sites for the carrier to enter and leave the water, to determine conditions of the river and its banks, and to locate underwater obstacles. The company commander designates a portion of the near bank as crossing sites for each platoon. Based on his estimate of downstream drift, he may also designate a general area on the far bank where each platoon will land. Platoon leaders select specific sites where each of their vehicles will enter the water and, if possible, where each will land on the far bank.

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(2) The company commander may select intermediate platoon objectives for control when it appears that the attacking platoons will have to halt briefly while the weapons platoon crosses. Any delay of the attacking echelon should be kept to a minimum because of the desirability of seizing the assigned objective quickly.

(3) If there are enough entry and exit points, an entire mechanized rifle company may cross in the first wave. If such points are limited, the company may cross in two or more waves. When this situation occurs, the company commander insures that the most essential elements of his company are placed in the first wave.

(4) The antitank section may support the first wave by fire from positions on the near side of the river. In this case, plans are made to cross this section in the second wave and as soon as possible after the far bank has been seized so it can provide antitank protection for the attacking echelon. The weapons may be crossed in the first wave to provide immediate protection on the far bank.

(5) The company mortar section will support the first wave by fire from positions on the near side of the river. Plans are made to cross the section in the second wave so it can provide close and continuous fire support during movement toward the assigned objective.

(6) In addition to the usual preparations for an attack, the carriers and their loads are checked to insure that they can safely enter the water. For a discussion of these checks and of loading, see appendix III.

(7) For additional discussion of attack planning, see paragraphs 53 through 64.

c. Conduct of the Attack.

(1) Movement forward from the LD is continuous and rapid. Multiple routes are used as necessary. An attack position is seldom used. Upon approaching the river, each platoon deploys as the terrain permits with the leading carrier downstream from the others in the platoon. This formation reduces the chances of collision in the water. The carrier-mounted weapons are fired as necessary. As they near the landing sites, individual carriers may be required to maneuver to land at a suitable spot.

(2) After climbing the far bank, the carriers continue their movement toward the objective. When a carrier cannot climb the far bank at its assigned site, it backs into the

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water and lands elsewhere. Every effort is made to avoid congesting the crossing area. When a sizeable number of the carriers are unable to climb the bank, the platoon leader(s) concerned normally orders the men to dismount through the top hatches and continue the attack on foot. The carriers rejoin their platoon(s) as soon as possible.

(3) The company commander normally controls the initial crossing from a vantage point on the near bank. If the crossing is heavily opposed, he may order the reserve to cross at a lightly defended site. He tries to maneuver the reserve to strike the enemy in the flank or rear.

(4) Upon the successful crossing of the first wave, the company commander orders his remaining elements to cross according to the demands of the situation. They may cross in one or more succeeding waves. The interval between waves is based on such factors as enemy resistance, congestion of the crossing area and far bank, fire support requirements, and the need for speed. The company commander normally crosses in his carrier immediately after the first wave has successfully crossed.

(5) Wheeled vehicles and personnel of company headquarters do not participate in the assault crossing. They are usually controlled by the executive officer and cross as directed when means become available.

(6) The attack on the far bank is conducted as described in paragraphs 65 through 72. Enemy elements may be bypassed if they do not threaten the accomplishment of the company mission.

232. Planning a Crossing Using Boats

a. General. An assault company that crosses by boat usually has the initial mission of seizing terrain from which it can prevent the enemy from placing effective direct small-arms fire on the crossing site. Boat crossings may be made by day, but *it is preferable to make them at night* or *under conditions of reduced visibility.* The time of attack, which is specified by higher headquarters, may be planned so that the boats and attacking troops move to the river during darkness and the first wave crosses and lands on the far bank at, or shortly before, BMNT. The near edge of the river is normally designated as the LD.

b. Reconnaissance. The company commander and as many subordinate leaders as possible (to include boat team leaders) reconnoiter the ground as the situation and available time permit. They make every effort to insure that their reconnaissance activities do

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not compromise the secrecy of the operation. Items of particular concern during the reconnaissance are routes forward, the attack position, boat positions and launching sites, condition of the banks and the river, and plans of the engineer unit. An engineer officer usually assists the company commander during this period, making recommendations and providing equipment and technical assistance. The company commander selects a portion of the near bank where each platoon will begin its crossing, and he may designate general landing areas on the far bank. The platoon leaders select the specific launching site for each of their boats and, if possible, landing sites on the far bank.

c. Attack Position. The battalion commander normally selects the company attack position. It is generally the location where infantry troops and the boats with engineer crews are brought together. The company commander assigns portions of the attack position to each of his subordinate elements so that the company is dispersed to the maximum extent possible.

d. Boat Positions. The company commander and supporting engineer commander decide where to place the boats in preparation for the crossing. Normally, they will be placed in the attack position, close enough to the river to permit easy carrying by the platoons. If the attack position is more than 300 meters from the river, boat positions closer to the river will be selected, if possible. Boats for each platoon are placed directly back of their launching sites.

e. Objectives. The initial objective assigned to the company is normally relatively close to the river. Intermediate platoon objectives are usually unnecessary.

f. Formation. The company usually crosses and assaults with three platoons in the first wave. No reserve is retained if it cannot move in time to influence the action. After the initial objective has been seized, the company commander designates a reserve and selects a formation for continuing the attack.

g. Assignment of Crossing Means. The attacking company should have 18 assault boats which permit it to cross without shuttling. In a typical crossing, the first wave consists of the rifle platoons, and the second wave consists of the company command group and mortar section. The normal organization is 15 boats in the first wave, 5 boats per platoon and 3 boats in the second (fig. 29). The current assault boat can carry 15 men, 3 of whom are engineers who operate the boat. The number of men must be reduced when heavy ammunition and equipment are

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added. In organizing into boat teams, every effort is made to maintain tactical unity of the squads. However, neither the two machineguns nor the two antitank weapons should be placed in the same boat, and key platoon personnel should not occupy the same boat. For type assault-boat landing plans, see figures 30 and 31.

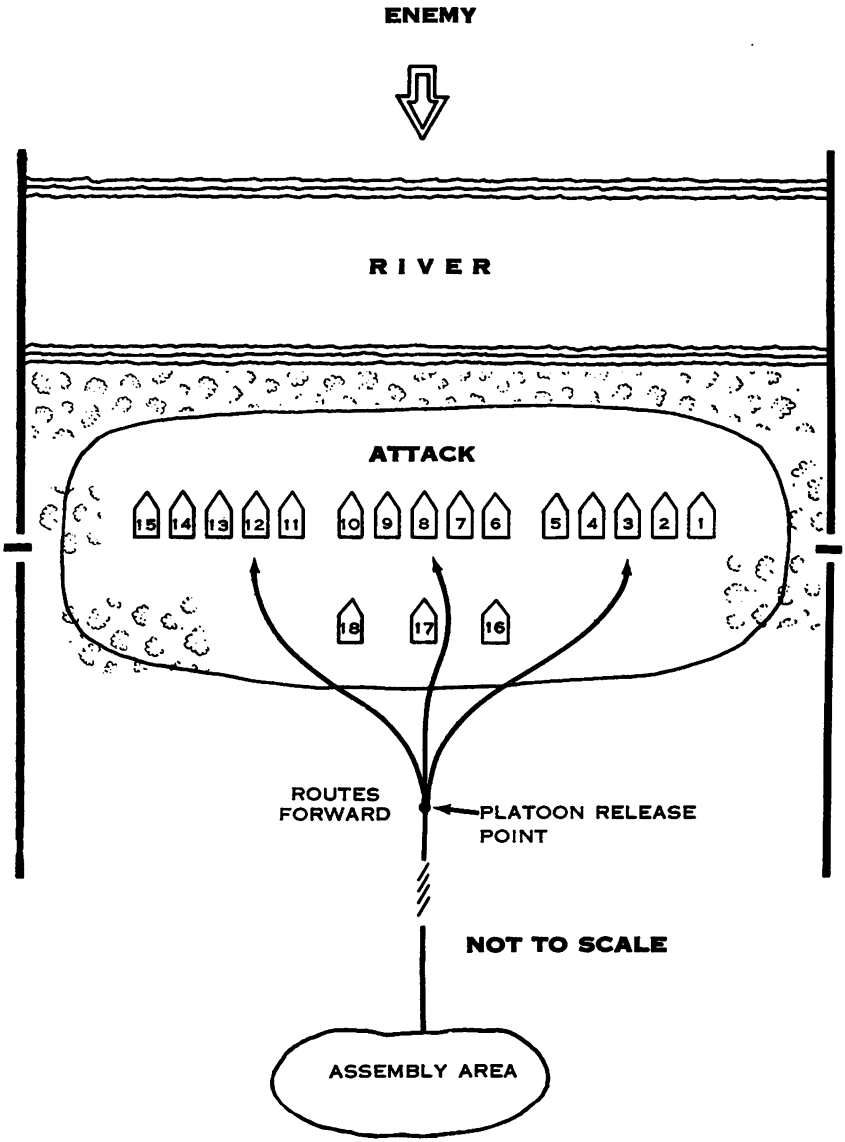

Figure 29. Organization of boats for assault crossing (schematic).

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h. Weapons Platoon. The company mortar section normally crosses in the second wave and supports the attack from positions on the far side of the river. It may support the first wave crossing from the near bank when other available fire support is inadequate. The antitank section usually supports the crossing from positions on the near side of the river and crosses as soon as means become available. If helicopters are available, the antitank section may be lifted across the river early in the operation, depending on the threat.

i. Engineer Support. Effective coordination with supporting engineers is essential at all times during the operation. In addition to placing the boats in position, furnishing boat and crews, and providing technical assistance, the engineers furnish guides to assist the boat teams in reaching the boats. Generally, a minimum of one guide is required for each platoon. An engineer crew of three men normally operates each assault boat, with two in the bow and one steering in the stern. The rifle unit boat team leader has command of the boat and tells the sternman where to land. The engineer crew assists the boat team in embarking, paddling, and debarking. After the boat team debarks, the engineer crew returns the boat to the near bank.

j. Communications. Radio is the principal means of communication utilized by the rifle company. It is supplemented by visual signals and messengers. Boats in the second wave normally lay wire lines across the river to provide wire communication with battalion.

k. Resupply. After crossing, the only supplies immediately available to the attacking elements are those carried by individuals. In addition to the ammunition carried by individuals, each boat normally carries a small amount of extra ammunition and other critical items. These supplies are dropped on the far bank where elements of the second wave collect and sort them and establish a company distributing point. Individuals carry rations as required. Normal resupply is reestablished when means become available to cross preloaded vehicles. Helicopters may also be used for resupply.

l. Rehearsal. When time, terrain, and equipment permit, full-scale rehearsals are conducted which closely simulate the crossing. If conditions do not permit a full-scale rehearsal, the company commander should request assault boats for dry-land training. The training should include designating paddlers and nonpaddlers, carrying the boats; and simulating launching, loading, paddling; and debarking.

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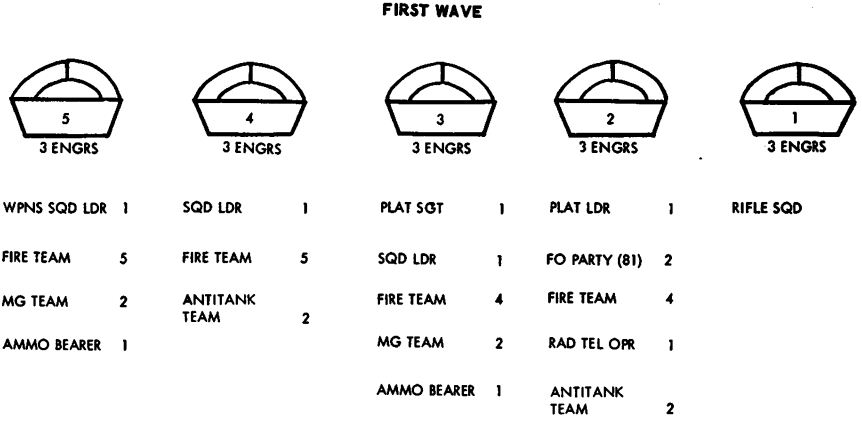

Figure 30. Type assault-boat loading plan for a rifle platoon.

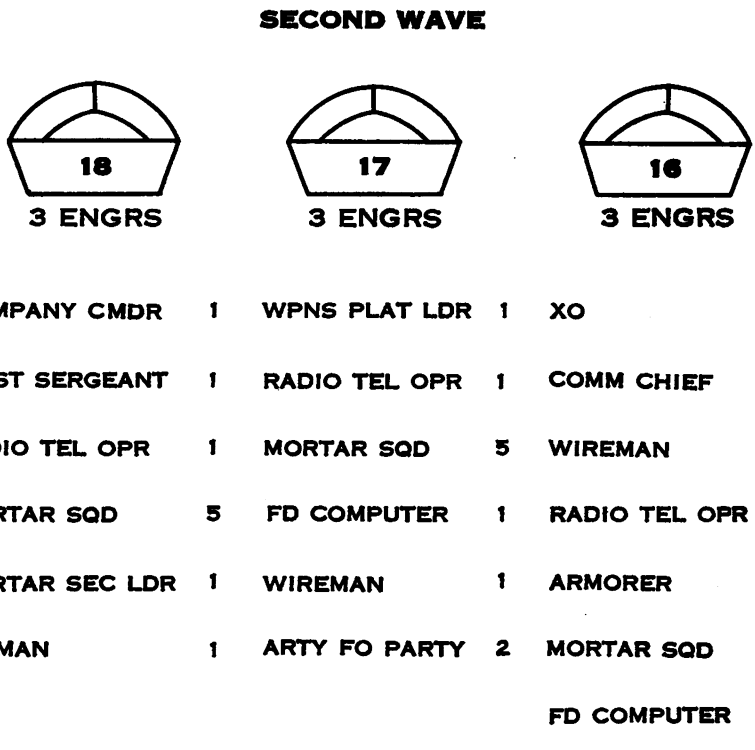

Figure 31. Type loading plan for the second wave.

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233. Conduct of the Crossing, Using Boats

a. Boat teams are organized and all plans and orders for the crossing are completed in the assembly area. The movement from the assembly area to the attack position may be made on foot or by vehicle. It is made rapidly and with as much secrecy as possible. The order of march is designed to permit continuous movement into and out of the attack position. Engineer guides meet the platoons in the vicinity of the attack position and guide them directly to their boats. If the timing of the movement has been correct, the boat teams halt only momentarily before they pick up their boats and move to the water. They load and launch their boats, then paddle across the river without a halt and with all the speed they can muster. They do not fire their weapons while crossing since riflemen either paddle or hold weapons for those who do paddle. When the boat teams reach the far bank, they debark and move forward rapidly toward their initial objective.

b. The company commander remains on the near bank where he can best observe the action as the first wave crosses. As soon as the first wave has crossed, debarked, and cleared the far bank, he orders the second wave to cross and he crosses with it. The second wave should land by the time the first wave has advanced far enough to give the mortars room to go into position to support the attack.

234. Subsequent Action

The attacking platoons fight initially as a boat team. Squad and platoon leaders regroup their units while on the move and complete their reorganization after the first objective has been seized. The far bank is cleared concurrently with the advance. Failure to do so can endanger the crossing of subsequent waves and the operation of engineers at raft and bridge sites.

Section XI. RIFLE COMPANY IN SECURITY OPERATIONS

235. General

The rifle company will frequently be called upon to provide security to the battalion or other units during moves. This section deals with various possible missions to be performed.

236. Rifle Company as Advance Guard—Mission and Organization

a. The mission of the rifle company as advance guard is to

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prevent unnecessary delay in the movement of the main body and to protect it from surprise attack from the front. The advance guard covers the deployment of the main body if necessary and, within its capability, denies the enemy ground observation of the main body from the front.

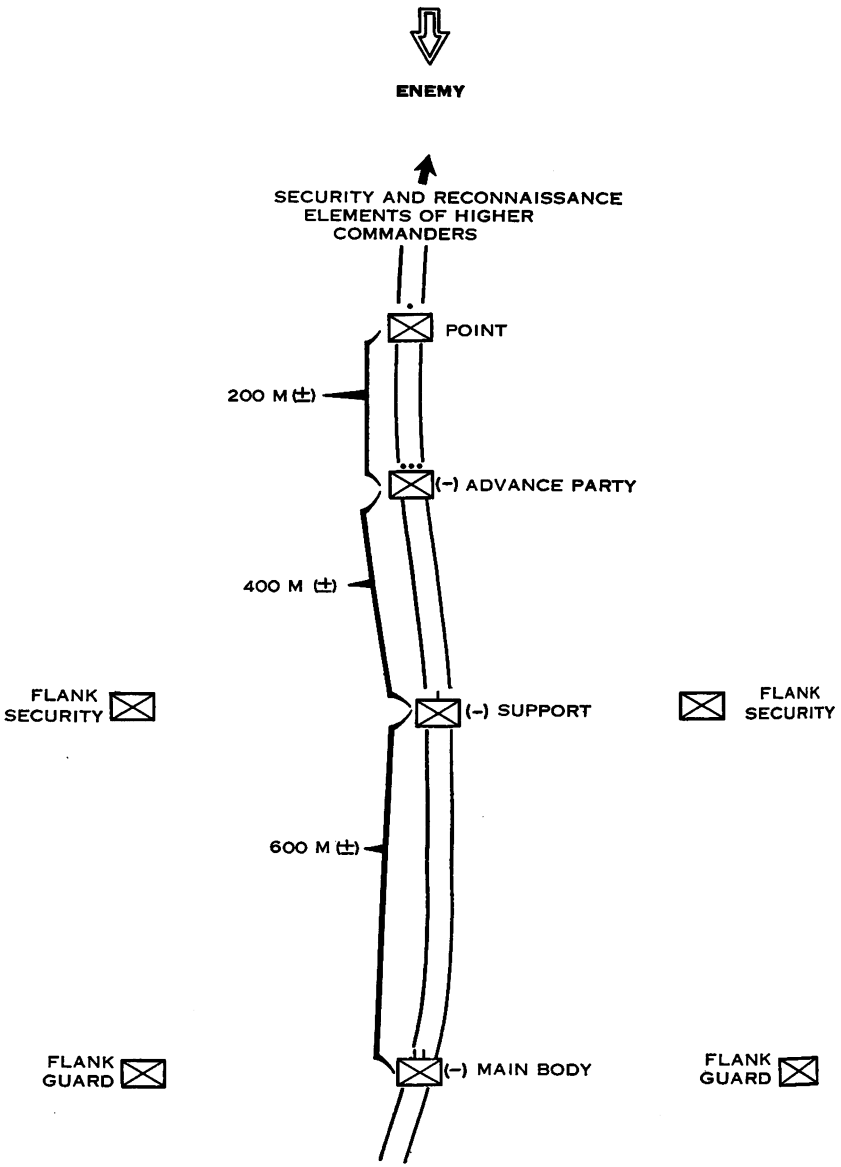

Figure 32. Type formation for a rifle company as an advance guard (schematic).

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b. A motorized, mechanized, or airmobile security element, such as a reconnaissance unit, may precede the advance guard company initially. The advance guard company may be reinforced with tanks, antitank weapons, engineers, aircraft, or other elements to facilitate the accomplishment of its mission.

c. From front to rear, the advance guard company is organized into the point, the advance party, and the support (fig. 32). The commander of the advance guard company sends forward a platoon as the advance party. The advance party commander sends forward one rifle squad to serve as the point. The advance guard company, less the advance party, is known as the support. Distances between elements of the company as indicated in figure 32 are guide figures only and will vary in practice. These distances are prescribed initially by the commander of the advance guard company and should be great enough to allow each succeeding element to deploy without serious interference from the enemy once contact is made, but not so great as to prevent each element from rapidly assisting the element in front of it.

237. Formations

a. Support Proper. The support echelon normally moves in a column formation with elements arranged in the order of anticipated use.

(1) Tanks are frequently attached to the advance guard, though seldom will more than a platoon be attached in a dismounted movement to contact. Tanks normally move by bounds, based on the recommendations of the tank unit leader.

(2) Antitank weapons may be attached to the advance guard company. If tanks are also attached, the antitank weapons move with the support. If tanks are not attached, the antitank weapons may move with the advance party. In either case, they usually move by bounds.

(3) An engineer platoon may move with the advance guard, one squad with the advance party and the remainder of the platoon with the support. An element of the squad with advance party travels with the point to search for and remove or mark mines. Engineers also remove all other obstacles within their capabilities. Removal of large obstructions may require additional engineer effort. Engineer battalion reconnaissance parties may move with the forward elements of the advance guard to give timely warning of required engineer work.

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(4) The company mortar section normally moves on vehicles near the head of the support, prepared to occupy firing positions quickly when necessary. Conditions may warrant placing one mortar in position to provide immediate

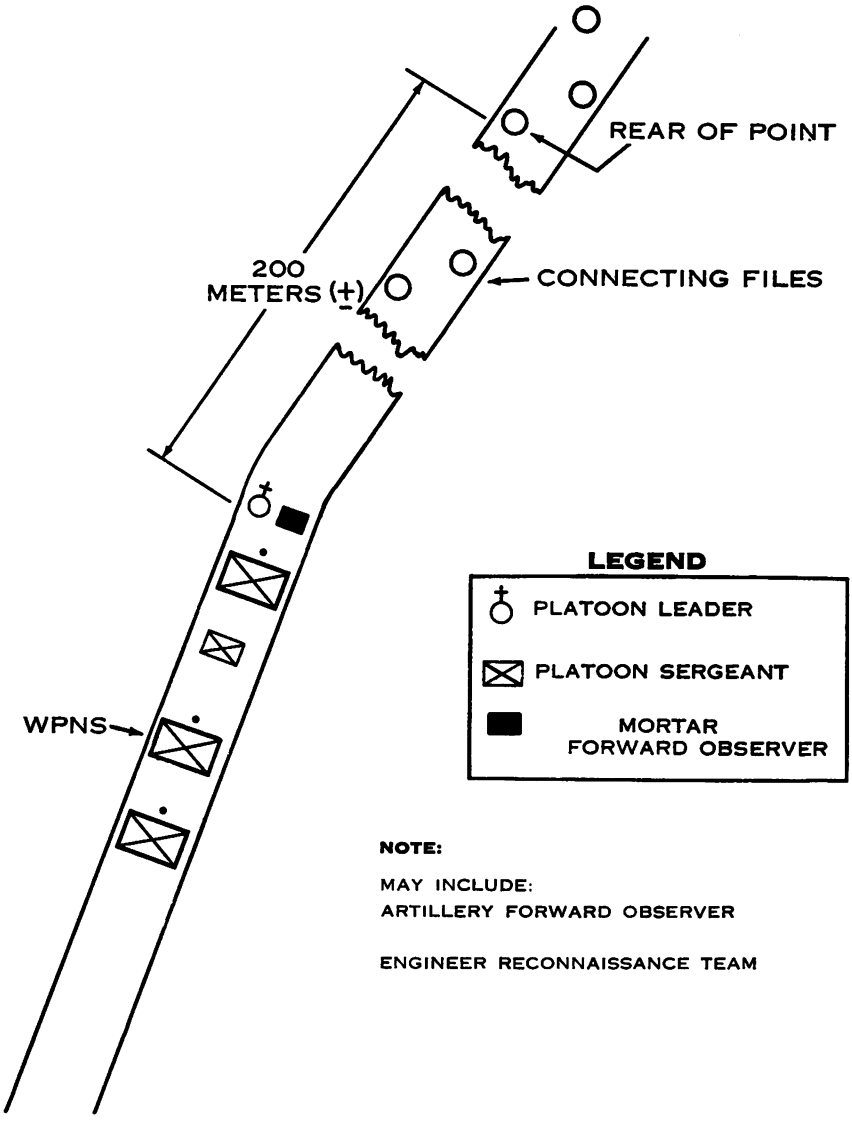

Figure 33. Type formation for the advance party (schematic).

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fire support and leapfrogging the remaining mortar squads forward as the advance continues. A mortar FO usually accompanies the advance party.

(5) The antitank squads are normally placed within the column where they can provide antitank protection for the support.

(6) The company commander usually marches at or near the head of the support, although he moves wherever he can best influence the action. He may be accompanied by the weapons platoon leader, the artillery FO, mortar FO, and such leaders of attached or supporting units as he may specify.

(7) Physical contact between the support and the advance party is maintained by connecting files sent forward from the support.

b. Advance Party. The advance party normally moves in a platoon column formation (fig. 33). The order of march is based on anticipated future employment. The advance party may be accompanied by the artillery FO and/or a CBR detection team. When an engineer reconnaissance team accompanies the advance party, it normally moves at the rear. The platoon leader moves wherever his presence is required. Connecting files from the advance party maintain physical contact with the point.

c. Point. The point moves in a squad column with about 10 paces between men. The distance between the leading two or three men may be increased to about 20 paces. The squad leader positions himself where he can best control his squad.

238. Conduct of the Advance Guard

a. Elements of the advance guard take maximum advantage of available concealment and cover, consistent with the prescribed rate of march. If the advance is along a road, for example, movement may be made along either side of the road to achieve maximum concealment from enemy ground and air observation. Care is taken that no enemy elements are bypassed.

b. Information of the enemy and terrain received from higher headquarters is immediately disseminated to elements of the advance guard. Similarly, such information obtained by elements of the advance guard is reported to the company commander. Timely and accurate reporting is essential to permit commanders at all echelons to formulate effective plans for the employment of their units.

c. The point normally does not deploy elements to the flanks but relies on observation for security. The advance party also

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normally relies on observation for security but may use small, close-in flank security elements when necessary. The company commander specifies the measures taken to provide flank security for the support. Normally, foot detachments from the support operate on the flanks and abreast of the support, maintaining contact by connecting files. Motorized security detachments from the support are used when possible to screen likely enemy approaches until the advance guard has passed. The size of these detachments may vary from a fire team to a reinforced squad.

d. Advance guard actions are characterized by aggressiveness. Unless otherwise ordered, elements of the company attack without hesitation to drive off the enemy. Upon encountering enemy resistance, the point returns fire immediately, deploys and attacks. The advance party commander moves forward, makes a reconnaissance and an estimate of the situation, and determines where best to commit the advance party if the situation warrants. If the point does not succeed in reducing the enemy resistance, the advance party commander attacks with the entire party. He uses all available firepower, moving his supporting weapons forward to firing positions. He makes every effort to attack by a quick flanking maneuver rather than frontally. The company commander moves forward for his reconnaissance and estimate of the situation. When the situation warrants, he commits the entire advance guard to strike the enemy by maneuver against the enemy flank or rear. If the advance guard is unable to reduce the enemy resistance, it immobilizes him by fire and locates his flanks to provide the battalion commander with information upon which to base a plan of attack. For additional discussion of offensive techniques, see chapter 3. When the enemy withdraws or is destroyed, the advance is promptly resumed.

239. Rifle Company as Part of the Main Body

The rifle company moving as part of the main body normally moves in a column formation with approximately two paces between individuals. The leading company maintains the rate of march prescribed by the battalion commander; other companies maintain their position in the column. The company may be ordered to furnish flank security elements for the main body. Crew-served weapons, which are not employed on security missions, generally move on vehicles. The commanders of the companies composing the main body usually move at or near the head of their respective units. The battalion commander keeps them informed of the situation to the front and flanks to permit timely planning for commitment of their units.

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240. Rifle Company as Flank Guard of a Larger Force

a. The mission of a flank guard company is to protect the main body from hostile ground observation and surprise ground attack from the flank. When attacked from the flank, the flank guard takes action to keep the main body from being ambushed or delayed in passing through the area or to give the main body time to deploy and maneuver.

b. The flank guard company may be reinforced by tanks or antitank weapons and engineers. Special materiel such as antitank mines, demolitions, and special means for constructing obstacles may be made available.

c. The responsibility assigned to a flank guard company may be designated as a series of terrain features that block likely approaches or possible ambush sites into the flank of the main body, or may be designated as the flank of a specified unit. As the flank guard of a larger unit moving in column, the flank guard company's responsibility must be delineated by the commander assigning the mission. When the size of the area of responsibility and the number of approaches make it impossible to block all of the approaches effectively, the flank guard company blocks the most critical approaches and maintains surveillance over the remainder of the area.

d. The flank guard company operates far enough from the main body to insure accomplishment of the assigned mission. Normally, it stays within range of the heavy mortar platoon of the main body.

e. The formation used by a flank guard is designed to meet enemy threats at any point on the protected flank. When the area of responsibility is extensive and the platoons of the flank are widely separated, company mortar squads, antitank squads, radar teams, and/or other elements may be attached to the platoons for additional support. When the company is less widely deployed, this support may be kept centrally located under company control ready to fire or move to meet enemy threats wherever they occur. During movement, the leading platoon (frequently reinforced) of the flank guard organizes and operates like the advance party of an advance guard.

f. The selection of positions for the flank guard is coordinated by the flank guard company commander with the protected unit commander. These positions are astride likely avenues of approach or ambush. They are occupied on order or when enemy action

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dictates. The positions may be occupied by a platoon or the entire flank guard.

g. The movement of the flank guard is based on the movement of the protected unit. The flank guard occupies successive positions on order or as required, advancing when possible by leapfrogging its elements. It maintains close liaison with the protected unit by radio and with patrols (normally motorized). When the main body halts, the flank guard occupies positions which best protect the flanks of the main body.

h. Army aircraft are used frequently to maintain flank surveillance and assist the flank guard by reporting information of the enemy and the terrain to the front and flank. Reconnaissance elements from higher echelons may operate to the front or flank of the flank guard company.

i. Because of the requirement for rapid movement, a flank guard mission is extremely difficult for a dismounted force to accomplish effectively. For this reason, a flank guard company may be motorized, mechanized, or provided with helicopter transportation.

241. Rifle Company as a Rear Guard

The rifle company may be assigned the mission of rear guard of a larger force. The rear guard prevents enemy interference with the main body by stopping or delaying enemy forces attacking the rear and by preventing enemy direct fire and ground-observed indirect fire from harassing the main body. The rear guard is organized like the advance guard except that it is oriented toward the rear. Enemy action may force the rear guard to deploy to conduct effective defensive or delaying actions. For a discussion of delaying action, see chapter 5.

242. Rifle Company as a Screening Force

a. The rifle company may be assigned the mission of a screening force for a larger force. The screening force secures, by surveillance, an extended frontage to the front, flank, or rear of the larger force when it is moving or stationary. The screening force provides early warning by observing, reporting, and maintaining visual contact with the enemy forces encountered. Radar equipment may be employed with subordinate elements during periods of reduced visibility. The screening force is not expected to engage in close combat because its combat power is dispersed over an extended area. When the enemy action forces the screening force to withdraw, it withdraws to successive screening positions; maintains visual contact with the enemy; reports the enemy

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strength, disposition, and movement; and harasses the enemy advance wtih supporting mortar or artillery fire.

b. To establish a screen, the company commander selects a series of positions which afford wide, deep, and overlapping fields of observation covering the avenues of enemy approach.

c. Each position requires the minimum forces necessary to maintain observation and to conduct patrolling between the positions. Each position should be provided a radio for communication. The area of responsibility for the screening force is designated by the commander assigning the mission.

243. Rifle Company in Tactical and Administrative Moves

See chapter 11.

244. Mechanized Rifle Company as Advance Guard

a. The mechanized rifle company as an advance guard may be preceded initially by reconnaissance elements of a higher unit. The advance guard commander will maintain contact with the reconnaissance elements by radio or by mounted patrols.

b. The organization for the mechanized company as an advance guard is generally the same as that of an advance guard conducting a foot movement. The company commander sends out an advance party which precedes the support by a time interval that will permit the support to deploy when required. The time interval is usually about 5 minutes, but will vary depending on the enemy and the terrain. It should not be so great as to prevent the advance guard from assisting the advance party if necessary.

c. The advance party may send out a point, depending primarily on the enemy resistance anticipated, terrain, and the availability of vehicles for this purpose. If a point is established, the use of two or more vehicles is desirable to permit movement by bounds. The point precedes the advance party by about 2 minutes, but this time interval will vary. The point should be provided with a radio.

d. Tanks are normally attached to the company for mechanized advance guard operations. A tank platoon, adequately reinforced with infantry, may be designated as the advance party. Because of their armor protection and firepower, tanks of the advance party normally lead, though they are seldom separated from the advance party to act as a point. Tanks and infantry must be positioned within the formation so that they can closely support each other.

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e. Other elements, including fire support elements, are positioned in the formation generally the same as for a dismounted advance guard operation. The distance between vehicles within the support is described by the company commander and depends on the visibility, the terrain, and enemy capabilities. Forward observers normally accompany the advance party and the company commander to facilitate calling for and adjusting fire.

f. The point (if used) and advance party normally do not deploy elements to the flanks; instead, they rely on ground and aerial observation and reconnaissance by fire for security. The support normally provides its own flank security with mechanized patrols. Air guards are posted in all vehicles. See also paragraphs 238 and 268.

g. While rapidity of movement is desirable, security considerations cannot be disregarded. Increased security is obtained when lead elements move by bounds rather than continuously.

h. When enemy resistance is encountered, the actions of elements of the advance guard are similar to those described for a dismounted operation (para. 238). Close coordination and control are required to insure that elements of the column do not close on each other. When the column halts, pending development of the situation to the front, vehicles are moved off the road to nearby concealment and local dismounted security is established. For additional discussion of offensive techniques, employment of attached tanks and mounted operations, see chapter 3.

245. Rifle Company as Mounted Flank Guard

a. The discussion of a dismounted flank guard company in paragraph 240 is applicable to a mounted flank guard. However, a mounted flank guard, because of its ability to rapidly move elements to a critical locality, has greater flexibility than a dismounted flank guard and thus may be assigned a larger area to cover. If a sizable enemy threat develops in an area under surveillance, elements of the flank guard are shifted to the critical area as required (para. 240).

b. When the area of responsibility assigned to a mounted flank guard company is large, considerable separation of platoons may result. To permit their semi-independent operation, rifle platoons are often reinforced with mortars, antitank squads, and other attachments to provide them with adequate direct and indirect fire support and antitank protection.

c. When the rate of movement of the main body permits, the platoons of the flank guard occupy a series of positions as de-

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scribed in paragraph 240. As the main body advances, the rearmost platoon leapfrogs to occupy the next position. This method is desirable since most elements of the flank guard company are in position at all times. When the movement of the main body is rapid, continuous movement of the flank guard may be required. The distance between platoons of the flank guard is based primarily on the area of responsibility, enemy threats, and the location of critical areas along the route. Elements of the flank guard are prepared to occupy positions immediately to counter enemy action from the flank. When the main body halts, elements of the flank guard occupy positions which provide the greatest flank protection to the main body. Areas between occupied positions are screened as necessary.

d. The company commander designates specific responsibility for maintaining physical contact with the main body, for reconnoitering the area between the main body and the flank guard, and for flank security of the flank guard itself. These tasks may be assigned to platoons or may be accomplished by mounted detachments or aerial observers operating directly under company control.

246. Tactical Motorized Movements

See chapter 11.

247. Motorized or Mechanized Detachments

The company or some of its elements may act as motorized or mechanized detachments to accomplish reconnaissance, security, and combat missions. When employed in this manner, these detachments may supplement units such as the battalion reconnaissance platoon and the division armored cavalry squadron. For a discussion of appropriate techniques, see FM 7–20.

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CHAPTER 10
COMBAT SERVICE SUPPORT

Section I. GENERAL

248. General

a. The company commander is responsible for the administrative and logistical functions of the company. These functions are vital to efficient operation and require his continuous attention. His principal assistants are the executive officer, first sergeant, and supply sergeant.

b. The procedures described in this chapter are used primarily under combat conditions. For duties of personnel, see paragraphs 7, 8, and 9.

Section II. PERSONNEL MANAGEMENT AND ADMINISTRATION

249. Personnel Areas of Responsibility

a. Maintenance of Unit Strength.

(1) *Strength records and reports.*

(*a*) In combat, the company morning report is normally prepared in the personnel service division of the division AG section based on feeder reports submitted by each company through battalion. The morning report is signed by a designated personnel officer of the personnel service division and forwarded to the servicing data processing unit with the organizational copy (No. 2 copy) returned to the company for file.

(*b*) The company commander, assisted by the first sergeant, submits a daily on-line strength report which reflects the number of personnel who are and who are not on line (in battle positions or assisting in controlling the fighting elements). This report is a modification of the daily status report used in garrison, and its preparation and time of submission will be governed by the battalion SOP.

(*c*) The company commander submits a daily strength message to battalion headquarters as prescribed by the battalion SOP. This message includes all changes

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affecting the unit strength (daily losses and daily gains) and the number of prisoners of war captured and evacuated during the reporting period.

(*d*) The company prepares and forwards the casualty feeder report (DA Form 1156) and witness statements of individuals (DA Form 1155) to the battalion headquarters as prescribed by AR 600–66.

(*e*) The company submits nuclear radiation dosage reports as required by the battalion SOP.

(2) *Replacements.* Replacements are requisitioned by the division AG section (personnel service division) based on losses and, when authorized by higher headquarters, anticipated losses. The company commander is responsible for receiving, orienting, and assigning replacements upon their arrival at the company. It is essential that all company leaders exercise the highest degree of leadership in orienting replacements and integrating them into the company team.

b. Personnel Management.

(1) *Personnel procedures.* Personnel procedures are designed to assist the company commander in carrying out his responsibilities for personnel management. They include classification, assignment, reclassification, reassignment, appointment, reduction, officer efficiency reports, enlisted conduct and efficiency ratings, transfers, separations, and retirements. The company commander is responsible for insuring that these activities are carried out in accordance with Army regulations and policies established by higher headquarters. He receives assistance and guidance from the battalion S1 and battalion personnel staff NCO.

(2) *Prisoners of war.* The company commander is responsible for handling prisoners of war in accordance with the battalion SOP. See FM 19–40.

(3) *Civilian personnel.* The company commander is responsible for management of civilians utilized within his company (such as supply carriers, etc.). He insures that civilian management directives and policies established by higher headquarters are followed.

c. Development and Maintenance of Morale.

(1) *Personnel services.* Personnel services are measures available to the commander to assist in the maintenance of morale, and include such services as leaves and passes, rest and recreation facilities, character guidance, postal

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services, religious activities, exchanges, financial and legal assistance, and welfare and special services. The immediate objective of personnel services is to assist the commander in caring for the personal needs and welfare of his subordinates; the ultimate objectives are to stimulate the individual's desire to contribute to the effectiveness of his unit, and to conserve manpower.

(2) *Awards and decorations.* The primary purpose of the awards and decorations system is to provide tangible evidence of public recognition of acts of heroism performed and valuable services rendered. Normally, the essential information required for completion of DA Form 638 (Recommendation for Award) is gathered and verified at company level and forwarded to battalion where the formal recommendation is prepared and forwarded. The company commander is responsible for insuring that a sound awards and decorations policy is established within his unit in consonance with directives and policies established by higher headquarters. The following principles should be included in this policy:

(*a*) No deserving act should go unrewarded.

(*b*) No award or decoration should be given unless it has been earned.

(*c*) When more than one person participates in an act which is rewarded, each participant should be rewarded in proportion to the extent of his participation.

(3) *Graves registration.* The company commander is responsible for collection, identification, and evacuation of the dead from his area, and for safeguarding their personal effects. The dead are normally evacuated with their personal effects to a forward graves registration collecting point (located in the battalion combat or brigade trains) on available transportation returning to the rear. (For details on the forward graves registration collecting point, see FM's 7–30, 54–2, and 10–50.) Personal effects found on the body are never removed. Personal effects in company storage are screened, inventoried, and forwarded through supply channels. When the company is unable to evacuate the dead, assistance should be requested from battalion. Isolated burials are to be avoided unless evacuation is precluded by the urgency of the situation. If isolated burials are performed, an overlay showing the exact location of such graves together with

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other pertinent information (i.e., names of deceased if known, and number of deceased buried) will be forwarded to battalion. Mass burials will be accomplished only when authorized by appropriate authority.

d. Maintenance of Discipline, Law, and Order.

(1) The company commander is responsible for the state of discipline of his unit. Discipline results from training and is closely associated with leadership and morale.

(2) Law and order activities can be grouped into preventive and corrective measures. Preventive measures are those which encourage obedience and respect for authority by eliminating existing or potential causes of law violations. Sound leadership, orientation, private counseling, and fair leave and pass policies are examples of such measures. Corrective measures are those which deal with actual offenses which occur when preventive measures fail and include nonpunitive measures, nonjudicial punishment, and trial by courts-martial.

250. Company Headquarters Management

The executive officer normally supervises the movement, security, internal arrangement, organization, and operation of the company headquarters and allocates shelter for troops in the headquarters area.

Section III. LOGISTICAL ACTIVITIES

251. General

a. The company commander is responsible for the practice of proper supply discipline within his command. The principal supply personnel within the company include those NCO who supervise the logistical functions of supply and maintenance. Normally the executive officer is appointed company supply officer. All officers and NCO of the company share in the responsibility for the proper use and safeguarding of supplies and equipment.

b. The company commander and all supply personnel should be familiar with pertinent orders and directives pertaining to company supply. Essentially, the commander should know what supply and equipment he is authorized, what he has on hand and how to safeguard it, what he needs, and how to procure that which he does not have.

c. Losses of major items of equipment should be reported immediately to battalion so that measures to replace these items can be initiated.

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252. Company Trains

a. The company trains are organized to provide immediate logistical and administrative support to the company and consist of company, supply, maintenance, and administrative personnel, and attached medical personnel. Only the vehicles, supplies, and equipment necessary to provide immediate support should be located within the company trains. Personnel, equipment, and supplies not needed should be located in the battalion field trains area at brigade trains.

b. The company commander selects the location for the company trains. The trains location should facilitate supplying the platoons, be at or near good road nets or trails, be easily identified, and provide cover and concealment.

c. Supply items found within the company trains may include POL, clothing and equipment, and part of the company's basic load of ammunition.

253. Food and Water

a. A battalion mess section organic to the support platoon provides messing facilities for the company. The section has the capability of being fragmented so that it can support any company conducting an independent or semi-independent operation.

b. The procedures for feeding will differ depending upon the situation. Normally, the battalion S4 prepares a feeding plan based upon information furnished him by the companies. As a minimum, the company commander should advise the battalion S4 of the number of personnel to be fed, time of feeding, location(s) where the food should be delivered, and type of ration desired if other than normal.

c. Every attempt should be made to feed hot meals whenever practical. When this cannot be done, individual rations will be issued to personnel for their own preparation.

d. Water is usually delivered with the food. When it is impossible for units to obtain drinking water from engineer sources, local water is purified as needed in either lister bags or individual canteens.

254. Clothing and Equipment

a. The company normally enters combat with all its authorized TOE class II equipment. Requests for replacement of these items are made by the company commander (or his representative) informally, either by telephone or message, to the battalion support platoon supply section. Requests for equipment destroyed by enemy

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action are submitted immediately. When an item becomes unserviceable, it will be turned in by the company and replaced in accordance with the SOP established by battalion.

b. Class IV items consist of those items of equipment which the company requires over and above those authorized by appropriate publications. Such items include fortification materials, additional weapons or equipment for a particular type of operation, and special equipment for varied climates. Requests for such items are processed through command channels. When the need no longer exists for these items, they are returned to battalion.

255. Fuel and Lubricants

The company will submit daily an informal estimate of the class III needs to the battalion S4. The preferred procedure for supplying class III items is by unit distribution in which the battalion refuels the company in the company area. When this is not feasible, the company may have to send vehicles back to the battalion trains for refueling.

256. Ammunition

a. The supply sergeant coordinates the resupply of ammunition for the company. As ammunition is expended, the rifle platoons notify the supply sergeant who, in turn, resupplies ammunition to the platoon areas. If he is unable to use company vehicles because of the terrain or enemy situation, the ammunition is delivered by platoon carrying parties.

b. As ammunition at the company trains is expended, the supply sergent frees a vehicle by redistributing its load among other vehicles. He gives the vehicle driver an informal request that shows the amounts and types of ammunition needed. The driver presents the request at the battalion combat trains. The loaded vehicle then returns to the company trains.

c. Ammunition may be requested in excess of the authorized basic load in anticipation of expenditures if the excess is intended for immediate use. For example, additional ammunition for preparatory fires may be drawn and issued to the firing unit. When additional ammunition is not fired as anticipated, this fact is reported to battalion.

d. For the mechanized rifle company, both unit and supply point distribution are employed from battalion to the company, with unit distribution prevailing when possible. When unit distribution is employed, trucks carrying mixed loads of ammunition are dispatched from the battalion combat trains upon request of the

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company commander. Company guides are designated to control delivery to all platoons. The platoon sergeant supervises the distribution of ammunition within the platoon. When conditions preclude direct delivery to each platoon vehicle, the trucks are moved as far forward as practicable and the platoon vehicles are moved to the ammunition truck. If the tactical situation does not permit vehicle movement, ammunition is hand-carried to the platoon vehicles.

Section IV. COMBAT SUPPLY, AIRBORNE RIFLE COMPANY

257. General

a. For general supply responsibilities and functions, see paragraphs 251 through 256.

b. The discussion of phases of supply in this section applies to the infantry and mechanized rifle companies in airlanded operations (ch. 7).

c. The quantity and types of supplies and equipment carried by airborne assault forces are dictated by initial combat requirements and are influenced by such factors as aircraft availability, time of linkup or withdrawal, weather, and enemy capabilities.

d. A minimum of 2-days' supply should be maintained in the objective area (except for raids and relief operations); when feasible, maintenance of a 3-days' level is desirable.

258. Phases of Supply

Phases of supply are *accompanying*, *followup*, and *routine* supply.

259. Accompanying Supplies

a. Accompanying supplies are those supplies which accompany the unit into the objective area. These supplies consist of basic prescribed loads (on individuals, in vehicles, and in air delivery containers (in heavy drop and/or bulk-loaded in assault aircraft). The company recovers or protects its own accompanying supplies.

b. The company and each of its subordinate elements are responsible for the recovery of airdropped or airlanded items of equipment.

260. Followup Supplies

Followup supplies are those supplies delivered after the initial assault directly to units in the objective area, until routine supply procedures can be instituted. Followup supply is classed as automatic and on-call.

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a. Automatic followup supplies are delivered to units in the objective area (prescheduled deliveries). Automatic followup supply continues until replaced by routine supply procedures.

b. On-call followup supply is packaged and held in readiness in the departure area. It is delivered to units in the objective area on a specific request basis.

261. Routine Supplies

Routine supplies consist of replacement and consumption items delivered to the objective area in bulk, based on actual needs for distribution by normal supply procedures.

262. Resupply Within the Objective Area

a. Requests for resupply are made informally, by local or written message, to the battalion S4. The method used to resupply the elements of the company depends upon several factors, including the tactical situation, terrain, urgency, availability of vehicles, and distances involved.

b. The battalion S4 recommends the method of resupply to be used in any operation. When trucks of the battalion support platoon are used, the following considerations apply:

(1) Whenever possible, these trucks deliver supplies directly to the using element within the company.

(2) Supplies off-loaded at the company trains are distributed as soon as possible to using elements. Normally, supplies are not stockpiled at the company trains.

(3) Transfer of supplies from one vehicle to another is held to a minimum.

c. Gasoline is resupplied by bulk distribution to using equipment. When this method is impracticable, gasoline is resupplied in 5-gallon cans, with an empty can being exchanged for a full one.

d. Packaged rations (three meals in each) are normally used during the assault phase of the operation. Rations are usually issued once daily; they are distributed during the night preceding the day of use.

Section V. OTHER LOGISTICAL ACTIVITIES

263. Medical Service

Four company aidmen from the battalion medical platoon are normally attached to each rifle company to give emergency medical treatment. Normally, the rifle platoon receives one aidman and the senior aidman of the four operates the company aid post.

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The battalion medical platoon normally provides one evacuation team in direct support of each committed company, but provides additional teams when combat conditions require. For further details on medical service matters, see FM 7–20.

264. Maintenance Procedures

a. General. Proper maintenance of all equipment and supplies is essential to the combat efficiency of the company. Individual maintenance of equipment is of prime importance.

(1) Maintenance within the infantry and airborne rifle companies is limited to that which can be performed by the individual soldier and crew members (organizational maintenance), or armorer.

(2) In the mechanized rifle company, the maintenance section provides organizational maintenance for company vehicles, weapons, and communication equipment not within the capability of the individual soldier.

(3) Equipment which is beyond the repair capability of the company and the maintenance personnel of battalion is turned over to the forward support company of the division maintenance battalion, which is located in the brigade trains area. This company performs direct support maintenance on all types of equipment except electrical accounting machines, medical, quartermaster air, and signal cryptographic equipment.

b. Reference. For additional discussion of maintenance procedures, see FM 7–20.

265. Other Logistical Services

a. Exchange of Clothing. During combat, clean clothing may be issued in bulk to the company for further distribution, or it may be issued to individuals at a bath unit. Troops wash their own clothing when other facilities are not available.

b. Bathing of Troops. A bath unit may be available for use by the company on a schedule prescribed by higher headquarters. The availability of even crude bathing facilities is of important morale consideration.

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CHAPTER 11
TACTICAL AND ADMINISTRATIVE MOVEMENTS

Section I. INTRODUCTION

266. General

a. Movements. The primary consideration in movement of forces is to insure that the forces arrive at the proper place at the proper time, in effective condition, and in the best formation to accomplish their assigned mission.

b. Classification. Movements are classified as either administrative or tactical.

(1) The administrative move is conducted with primary emphasis on efficient use of available transportation. Such moves are ordinarily based on the assumption that ground contact with the enemy is remote while en route and shortly after arrival at destination.

(2) The tactical move is one conducted with primary emphasis on movement in combat ready formations. It is based on the assumption that ground contact with the enemy is possible. The degree to which contact is possible determines the technique to be used. In conducting a tactical march, the most efficient use of transportation is frequently sacrificed for tactical considerations and preservation of the tactical integrity of the force.

(3) Either type of move may be conducted on the battlefield, the primary considerations being the composition and nearness of the enemy forces and the contemplated tactical action of the force at destination.

267. Methods

a. Movement of forces is accomplished using one or more of the following methods: foot, motor, air, rail, or water.

b. While infantry forces are primarily concerned with the first three methods, they all are tactically significant, depending on the echelon of command. Air movement of a force is increasing as the Army improves its airmobile capability. Water movement may be equally significant when operating in coastal, island, or

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delta areas where flank envelopment of the enemy position by water is possible. The methods are applicable to either administrative or tactical marches depending on the mission and situation.

268. Security

Depending on type of movement, terrain, and the imminence of contact, security measures during movement may vary from observation to long-range security patrols. During short halts, sentinels, small security detachments, and/or patrols may be used to provide all-round security. During longer halts, additional measures taken may include the disposition of elements of the company to permit all-round defense.

269. Control

a. Positive control of the company depends primarily upon sound planning and adequate communication. All applicable communication facilities are used to assist in maintaining control.

b. March objectives, routes, contact points, checkpoints, and phase lines are used to assist the commander in control. Unless otherwise specified, commanders report the arrival of their unit at these locations and continue the march without a halt.

270. Night Movement

a. Night movement provides increased concealment and aids in maintaining secrecy, and it may permit surprise. Rates of movement are generally slower than during daylight. Difficulty of control at night dictates more detailed planning and the use of more stringent control measures. Formations used are similar to those used during a daylight movement, but distances between individuals and units are often reduced at night.

b. Other control measures may include the posting of guides, marking of routes, use of surveillance and night-vision devices, marking of individuals for ease of identification, increased use of connecting files, and the more frequent reporting of location by subordinate leaders.

c. Emphasis is placed on the maintenance of secrecy by rigid enforcement of noise and light discipline.

271. Tactical Movements

The rifle company will frequently participate in tactical movements, usually as a part of a larger force. When the company moves independently, it will normally adopt the procedures described in paragraphs 235 through 247 for the company acting as the advance guard for a larger unit.

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272. Administrative Troop Movements

Regardless of the method employed, detailed planning, precise scheduling, and strict control are necessary to insure that the company reaches the destination at the proper time and in condition to effectively perform assigned tasks.

Section II. PREPARING AND PLANNING FOR MOVEMENTS

273. Standing Operating Procedures

a. Company SOP are prepared to include techniques and procedures for using each type of transportation. The battalion commander establishes the necessary procedures for movement of the battalion as a whole and requires the company commanders to establish similar procedures.

b. Some of the routine items that can be included in the SOP and loading plans are composition of serials and march units, control measures, rates of march under various conditions, formations, security measures, time intervals and distances, organization of quartering and reconnaissance parties, reporting instructions, and communication plans. Orders for a particular movement may modify or amplify the SOP to fit the requirements of a particular situation.

274. Planning

a. The basic considerations in planning any administrative movement are the mission; what is to be moved (troops and equipment); and the type, number, and characteristics of transport available for the move. Regardless of the type of movement undertaken, its success depends largely upon the thoroughness with which it is planned. Plans for all movements include:

(1) Control and communication measures during the move.
(2) Organization of troops.
(3) Packing, marking, and loading of equipment.
(4) Assembly of troops and assignment to transportation.
(5) Provisions for mess, medical care, rest en route, and repair or replacement of disabled equipment during the move.
(6) Groupment of troops and equipment at the destination.
(7) Security measures including air, ground, and communication security.
(8) POL resupply during the move.

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b. The following sequence of march planning may be used:

(1) Preparation and issuance of the warning order.

(2) Estimate of the situation.

(3) Organization and dispatch of reconnaissance and quartering party and guides.

(4) Preparation of detailed movement plans:

(*a*) Organization of the column.

(*b*) Communication plan.

(*c*) Review of reconnaissance information.

(*d*) March computations.

(*e*) Draft road movement table.

(*f*) Check of plan.

(5) Preparation and issuance of the order.

275. Training

Practice in planning, loading, and the conduct of all types of movements is essential to prevent wasted effort and to develop and improve SOP. Every opportunity is taken to integrate movement training of various types with other training. Training provides the company experience for refinement of procedures and plans.

276. Warning Order

The battalion commander issues a warning order for the movement as early as practicable, consistent with his knowledge of the pending operation, in order to give his unit maximum time for preparation. The warning order alerts the units and should indicate the general purpose of the operation, the destination, the type of movement, and the approximate departure time. Fragmentary orders should follow the warning order to provide as much pertinent information as secrecy requirements allow.

277. Route Reconnaissance Party

a. When possible, after receiving the warning order, a route reconnaissance is conducted:

(1) To confirm and supplement data obtained from map studies, higher headquarters, and air reconnaissance.

(2) To obtain detailed information of the route including the distance, trafficability, bridge capacities, and similar information.

(3) To determine the amount of engineer work necessary along the route.

(4) To determine the number of guards and guides required.

b. Instructions to the route reconnaissance party specifically

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state the extent and nature of the information required and the time and place the report is to be submitted.

c. When time does not permit the party to complete its examination of the entire route before the march begins, it is dispatched in advance of the column and passes information to the main force as it is obtained. The reconnaissance party later joins the battalion at its destination.

d. Aerial reconnaissance of the route, using Army aircraft, should be utilized when practicable.

278. Quartering Party

a. A quartering party frequently precedes the company to a new destination to facilitate its arrival and reception by making necessary administrative arrangements and, if appropriate, providing security at the assembly area. The quartering party may consist of the executive officer, first sergeant, or weapons platoon leader.

b. The duties of the quartering officer are to:

(1) Select the specific assembly area and arrange for its occupancy.

(2) Allot portions of the company area to each subordinate unit.

(3) Select locations for the command, communication, security, and administrative installations.

(4) Make sanitary inspections and preparations.

(5) Insure that each unit is guided from the release point to its assigned area.

(6) Provide necessary security in the new assembly area.

(7) Insure that the area is safe for occupancy.

279. Road Movement Order

The company movement order will normally be oral accompanied by an overlay or stripmap. A complete order designates the route, critical points, destination, schedule, rate, time intervals, organization of the column, serial commanders, and other details not covered by SOP.

280. Start Point

The start point is the point at which movement is begun by the successive arrival of the units that finally make up the march column. It is a distinguishable feature on the route of march that all units can reach without countermarching and without crossing the movement of another unit.

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281. Release Point

The release point is a distinguishable feature on the route of march near the destination at which specific elements of the column revert to the command of their respective commanders. Guides from the quartering party normally meet the incoming column at the release point to insure an uninterrupted movement into the new area.

282. Reference

See FM 21–18.

Section III. MOTOR MOVEMENTS

283. General

a. The infantry rifle companies may conduct a motor march, or combined foot and motor march, or shuttle its foot elements in successive echelons.

b. Maximum use is made of multiple routes when available. Motor movements are often conducted during darkness to provide secrecy.

c. For complete discussion of motor movements, see FM 25–10.

284. Nonorganic Transportation

a. When transportation is attached to the company, the company commander will be given the following information:

(1) The number and type (or capacity) of the vehicles.

(2) The regulating point(s) and the times when the vehicles pass to and from his control.

b. A staff officer and guides from battalion units meet the incoming vehicles at the designated regulating point and dispatch them to the units to be entrucked.

285. Supervision of the Column

a. Although the position of the company commander may be designated in the movement order, he normally moves where he can best exercise command of his unit. Army aircraft may be used during marches for control and liaison or radio relay. Units will use panels to facilitate identification from the air.

b. The command posts of serial and march unit commanders usually move at the head of their respective elements, but there is no fixed position for the commanders. A control officer at the

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head of each serial and march unit is responsible for leading his unit over the designated route at the prescribed rate of march.

286. Column Gaps

Serials and march units are separated by time intervals prescribed in the road movement order. Properly selected time intervals disperse the column and prevent congestion at critical points along the route.

287. Halts

Usually, a 15-minute halt is made after the first one hour and 45 minutes of marching, and a 10-minute halt is made at each 2-hour interval thereafter. All march units halt simultaneously. Vehicles clear the roadway during a halt. Guards should be posted at the head and tail of each march unit to control passing traffic. One man from each vehicle, in addition to the driver, remains alert for march signals and to provide aircraft warning. At prolonged halts for maintenance, rest, and feeding, locations are selected which permit dispersion off the road.

288. Communication During the March

Communication within the march column normally is maintained by radio and messengers, supplemented by visual and sound signals. Messages may be delivered to march unit commanders as they pass traffic control posts.

Section IV. RAIL MOVEMENT

289. General

Orders directing a movement by rail indicate the point of entrainment, the date and time of arrival of troops for loading, arrangements for loading of equipment, the destination, and the purpose of the movement. The company commander is responsible for the preparation of plans and tables regulating the entrainment and departure of the elements of his command. Details of the move are coordinated with the battalion S4.

290. Preparatory Measures

a. When notified of an impending movement by rail, the company commander:

(1) Appoints an officer to plan and coordinate the overall movement.

(2) Completes as much planning as possible before he receives the movement order.

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291. Supplemental Information

For the general procedure governing rail movement, see FM 100–10; for technical and logistical data and for planning forms and tables, see FM 101–10; for duties and responsibilities of personnel and reference data concerning entraining and detraining, see AR 55–355.

Section V. AIR MOVEMENT

292. General

The infantry and airborne rifle companies are air transportable when appropriate aircraft are provided. The air transportability of the mechanized rifle company is extremely limited due to weight of heavy equipment and limited availability of heavy transport aircraft. The company commander maintains a current loading plan for personnel and equipment to facilitate rapid execution of air movements for various type of aircraft.

293. Details of Air Movement

See FM 57–35 and TM 57–210.

Section VI. WATER MOVEMENT

294. General

Water transportation is the primary means by which oversea operations are established and maintained. Rifle companies may anticipate moves utilizing water transportation.

295. Reference

Rifle company participation in water transport operations will normally be planned by higher headquarters and unit responsibilities will be specified. For responsibilities of the moving agencies, the Military Sea Transport Service, or the U.S. Navy, see JCS Pub 2. For additional planning information, see FM 101–10.

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APPENDIX I
REFERENCES

AR 55–355	Military Traffic Management Regulation
AR 59–106	Operation of Air Force Terminals
AR 220–58	Organization and Training for Chemical, Biological, and Radiological Operations
AR 320–5	Dictionary of United States Army Terms
AR 320–50	Authorized Abbreviations and Brevity Codes
AR 385–63	Regulations for Firing Ammunition for Training, Target Practice, and Combat
AR 600–20	Army Command Policy and Procedure
AR 600–66	Report of Casualties Originating in Combat Areas
AR 725–50	Requisitioning, Receipt, and Issue System
AR 735–35	Supply Procedures for TOE Units, Organizations, and Non-TOE Activities
FM 1–5	Army Aviation Organizations and Employment
FM 1–60	Army Aviation Air Traffic Operations—Tactical
FM 1–100	Army Aviation
FM 3–5	Chemical, Biological, and Radiological (CBR) Operations
FM 3–10	Chemical and Biological Weapons Employment
FM 3–12	Operational Aspects of Radiological Defense
FM 3–50	Chemical Smoke Generator Units and Smoke Operations
FM 5–15	Field Fortifications
FM 5–20	Camouflage, Basic Principles and Field Camouflage
FM 5–21	Camouflage of Fixed Installations
FM 5–22	Camouflage Materials
FM 5–25	Explosives and Demolitions
FM 5–31	Use and Installation of Boobytraps
FM 5–135	Engineer Battalion, Armored, Mechanized, and Infantry Divisions
FM 5–136	Engineer Battalion, Airborne Division
FM 6–135	Adjustment of Artillery Fire by the Combat Soldier

DOCUMENTS ROOM

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FM 7–15	Rifle Platoon and Squads; Infantry, Airborne, and Mechanized
FM 7–20	Infantry, Airborne Infantry, and Mechanized Infantry Battalions
FM 7–30	Infantry, Airborne, and Mechanized Division Brigades
FM 8–15	Division Medical Service, Infantry, Airborne, Mechanized, and Armored Divisions
FM 8–35	Transportation of the Sick and Wounded
FM 17–1	Armor Operations
FM 19–40	Enemy Prisoners of War and Civilian Internees
FM 20–32	Land Mine Warfare
FM 20–33	Combat Flame Operations
FM 20–60	Battlefield Illumination
FM 21–5	Military Training
FM 21–6	Techniques of Military Instruction
FM 21–10	Military Sanitation
FM 21–11	First Aid for Soldiers
FM 21–15	Care and Use of Individual Clothing and Equipment
FM 21–18	Foot Marches
FM 21–26	Map Reading
FM 21–30	Military Symbols
FM 21–40	Small Unit Procedures in Chemical, Biological, and Radiological (CBR) Operations
FM 21–41	Soldier's Handbook for Chemical and Biological Operations and Nuclear Warfare
FM 21–48	Chemical, Biological, and Nuclear Training Exercises and Integrated Training
FM 21–50	Ranger Training and Ranger Operations
FM 21–60	Visual Signals
FM 21–75	Combat Training of the Individual Soldier and Patrolling
FM 21–76	Survival
FM 21–77	Evasion and Escape
FM 21–150	Combatives
FM 22–5	Drill and Ceremonies
FM 22–100	Military Leadership
FM 23–8	US Rifle, 7.62-mm, M14
FM 23–30	Grenades and Pyrotechnics
FM 23–32	3.5-inch Rocket Launcher
FM 23–35	Pistols and Revolvers
FM 23–65	Browning Machinegun Caliber .50 HB, M2
FM 23–67	Machinegun 7.62-mm, M60

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FM 23–71	Rifle Markmanship Course; Trainfire I
FM 23–82	106-mm Recoilless Rifle, M40A1
FM 23–90	81-mm Mortar, M29
FM 24–18	Field Radio Techniques
FM 24–20	Field Wire and Field Cable Techniques
FM 27–10	The Law of Land Warfare
FM 30–5	Combat Intelligence
FM 30–10	Terrain Intelligence
FM 30–16	Technical Intelligence
FM 31–10	Barriers and Denial Operations
FM 31–15	Operations Against Irregular Forces
FM 31–16	Counterguerrilla Operations
FM 31–18	Long Range Patrols, Division, Corps, and Army
FM 31–25	Desert Operations
FM 31–30	Jungle Operations
FM 31–50	Combat in Fortified and Built-Up Areas
FM 31–60	River-Crossing Operations
FM 31–70	Basic Cold Weather Manual
FM 31–71	Northern Operations
FM 31–72	Mountain Operations
FM 41–10	Civil Affairs Operations
FM 44–1	U.S. Army Air Defense Employment
FM 54–2	Division Logistics and the Support Command
FM 55–37	Infantry Division, Transportation Battalion and Transportation Tactical Carrier Units
FM 57–10	Army Forces in Joint Airborne Operations
FM 57–35	Airmobile Operations
FM 57–38	Pathfinder Operations
FM 61–100	The Division
FM 100–5	Field Service Regulations—Operations
FM 100–10	Field Service Regulations—Administration
FM 101–10	Organizational, Technical, and Logistical Data —Part I
FM 101–31–1, –2, and –3	Staff Officers' Field Manual—Nuclear Weapons Employment
TM 3–210	Fallout Prediction
TM 10–405	Army Mess Operations
TM 57–210	Air Movement of Troops and Equipment
TM 57–220	Technical Training of Parachutists
DA Pam 27–10	Military Justice Handbook
DA Pam 108–1	Index of Army Motion Pictures, Film Strips, Slides, and Phono-Recordings

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DA Pam 310-Series	Military Publications Indexes (as applicable)
	Manual for Courts-Martial, US 1951, with 1959 Pocket Part
TC 7–3	Antipersonnel Weapon (CLAYMORE) M18 and M18A1
TC 23–3	40-mm Grenade Launcher, M79
TC 23–5	90-mm Recoilless Rifle, M67
JCS Pub 1	Dictionary of United States Military Terms for Joint Usage
JCS Pub 2	Unified Action Armed Forces (UNAAF)
STANAG 2047	Emergency Warning of Hazard or Attack (FM 21–40)
STANAG 2088	Battlefield Illumination (FM 6–115 and FM 20–60)

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APPENDIX II
OPERATION ORDERS

Section I. GENERAL

1. Purpose

An operation order sets forth the organization for combat (task organization), the situation, the mission, the commander's decision and plan of action, and the details of execution needed to insure coordinated action by the unit. Warning orders, which contain advance information and instructions pertaining to future operations, are issued to subordinates to permit timely preparation and concurrent planning for action. When enough time is available, complete operation orders are issued. When time is limited, the commander may issue fragmentary orders which contain only the necessary information and instructions required for one or more units to accomplish a mission. At battalion level and below, operation orders are habitually issued orally. A map overlay or a sketch is frequently used in connection with an oral order.

2. Sequence

To insure that operation orders are complete and informally issued, the sequence prescribed below is used by commanders and leaders at all echelons. Paragraph numbers and paragraph titles shown here are not normally stated in *oral* orders. Note that although the basic prescribed format for operation orders is followed, the techniques described below and illustrated in section II adapt the use of the format to facilitate issuing (and receiving) the order orally. The same techniques are applicable, however, to the written company operation order. Using these techniques, which stress logical, orderly progression, the key features of the order are:

a. Operation Overlay, Sketch Map, and/or Terrain Orientation. Outlining the scheme of maneuver graphically, or giving an orientation on the terrain, facilities describing the tactical plan, particularly the concept of operation.

b. Task Organization. The company commander specifies at the outset the company organization for combat for the benefit of all subordinates.

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c. Concept of Operation (paragraph 3*a*). Used to express the company commander's tactical plan, primarily his scheme of maneuver. It is so stated as to specify the principal missions of each platoon, making it unnecessary to repeat these missions in the following subparagraphs for these units.

d. Coordinating Instructions (last subparagraph of paragraph 3). All tasks or instructions applicable to more than one unit may be stated at one time rather than separately to each unit in the preceding subparagraphs.

Section II. FORMAT FOR OPERATION ORDERS

TASK ORGANIZATIONS:

The task organization establishes the internal organization for combat of the company for an operation. It includes all organic and attached combat support elements, as well as those placed in direct support of the company. In a written order, the task organization lists the rifle and tank platoons of the company, indicating any units the company commander wants attached to these platoons, and specifies those attached or placed in direct support by battalion. A company task organization in a written order may appear as follows:

Task Organization:

1A1/66	Company control:
2A1/66	Mortar Section
1 AT Squad	AT Section (—)
3A1/66	Battalion AT Squad
1A2/4 Armor	

Use of the task organization, particularly in oral orders, shortens the company commander's order, expedites its issuance, and facilitates ready understanding of instructions by subordinates. In the issuance of oral orders, if there are no attachments to, or detachments from, the company and no attachments are to be made to the platoons, the task organization need not be mentioned. If the order involves a continuation of a tactical operation, and no changes are to be made in the existing organization for combat, the company commander would state: "No change in task organization." On the other hand, if there are changes to the task organization, the company commander would mention only the changes; he need not mention all units. When the task organization is used, the attachments to, and the detachments from, the company, or attachments to the platoons, need not be repeated in subparagraph 1c or paragraph 3 of the order.

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1. SITUATION

This paragraph contains information of the enemy and friendly forces that subordinates should know in order to accomplish their missions. Only pertinent information is included. When the order being prepared represents a continuation of a current tactical operation and elements normally shown in paragraph 1 have not changed from the preceding order or known situation, it is permissible for the sake of brevity to so indicate, or to cite only those items which have changed. (For example, "Enemy forces: No change." "Artillery and Engineer support remains unchanged.")

a. Enemy forces: Information of the enemy pertaining to the operation, such as locations, dispositions, strength, activities, and capabilities.

b. Friendly forces: Mission of next higher unit, location and missions of adjacent units, and missions of nonorganic supporting elements which may affect the actions of the unit.

c. Attachments and detachments: Elements attached to, or detached from, the unit for the operation, including the effective time of attachment or detachment.

2. MISSION

A clear, concise statement of the task to be accomplished by the unit.

3. EXECUTION

This paragraph states the tactical plan for the conduct of the operation and assigns specific missions to each subordinate combat element, including attachments.

a. Concept of operation. In the concept of operation, the commander states his scheme of maneuver—as derived from his estimate of the situation (his decision)—and his use of fire support for the operation. Full use of "concept of operation," together with graphic control measures and/or terrain orientation, are used to convey the tactical concept and missions of major maneuver units. This technique permits mentioning units in order of importance to the role they are to play, without regard to numerical designation; e.g., in an attack situation, the platoon making the main attack is mentioned first, followed by supporting attack(s), then the reserve. Thus, in oral orders, subordinates may grasp readily the overall scheme of maneuver while at the same time receive their specific missions or instructions. When missions for the maneuver units are clearly stated in the "concept of operation," they need not be repeated in the subparagraph for that unit.

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b. Unit missions or tasks not stated in the "concept of operation" may be specified to units concerned after the concept is stated. These would include contingency or "be prepared" instructions to the maneuver units, as appropriate, and missions for the combat support units. In assigning an element its mission, attachments or detachments are indicated, unless specified in the task organization.

c. The final subparagraph of paragraph 3 is entitled "Coordinating instructions" and contains tactical instructions and details of coordination and control applicable to two or more units. (For example: line of departure, final coordination line, boundaries, provisions for troop safety, control measures for assault, or restrictions.) Full use of this subparagraph, together with the task organization and paragraph 3a, will expedite issuance of oral orders and facilitate understanding on the part of recipients.

4. ADMINISTRATION AND LOGISTICS

This paragraph contains information or instructions pertaining to rations, ammunition; location of distributing points, company trains, medical support, and prisoner-of-war collecting point; transportation; and other administrative and supply matters. Only necessary information is included.

5. COMMAND AND SIGNAL

a. Special signal instructions, which include such items as prearranged signals and restrictions on the use of radio or other means of communication.

b. Location of the commander and command post during the operation.

Section III. EXAMPLE OF COMPANY ATTACK ORDER

The following is a sample company operation order as it would be issued orally by commanding officer, Company A, 1st Battalion, 66th Infantry. Paragraph titles, numbers, and letters are shown only for convenience of reference. The company commander previously would have pointed out terrain features, including objectives, on a map, sketch, and/or on the ground (fig. 34).

Task Organization: No change in task organization except one battalion AT squad is attached and will be under company control.

1. SITUATION

a. Enemy forces: Estimated enemy rifle platoon in zone. Unit is

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improving its position. Enemy capable of employing nuclear weapons in our zone. Indications are that enemy will continue defense.

b. Friendly forces: TF 1/66 attacks 190500 April to seize high ground approximately 1,500 meters to our front. 1/67 Infantry attacks 190500 April on our right to seize Objective 167. B1/66 attacks 190500 April on our left to seize Objective 8. Artillery and mortar platoon fire nonnuclear preparation on Objectives 3 and 4 from H–5 to H-hour; shift fires to Objectives 1 and 2.

c. Attachments and detachments:

2. MISSION

Team ALFA attacks 190500 April to seize HILL 401 (Objective 4) and HILL 413 (Objective 3); continues attack north, on order.

3. EXECUTION

a. Concept of operation: 2d Platoon makes the main attack on right, to seize Objective 1 and, on order, Objective 3. 3rd Platoon makes supporting attack on left to seize Objective 2 and, on order, Objective 4. Tank Platoon supports attack initially by fire; joins in assault on Objectives 1 and 3. 1st Platoon follows 2d Platoon, by bounds, on order; prepares to assist in seizure of Objective 1 or Objective 3, on order. Company continues attack north, on order. 81mm Mortar Section fires preparation on Objectives 1 and 2 from H–5 to H-hour. Priority of fires to main attack.

b. 1st Platoon: For consolidation, be prepared to occupy HILL 394, on order.

c. 2d Platoon:

d. 3d Platoon:

e. Tank Platoon:

f. Weapons Platoon:

(1) Mortar Section: GS rear of HILL 381. Displace to Objective 2, on order.

(2) AT Section: GS vicinity HILL 375. Provide AT protection to left flank. Displace to Objectives 2 and 4, on order.

g. Battalion AT Squad: GS vicinity HILL 381. Provide AT protection to right flank. Displace to HILL 394 upon seizure of Objective 1. Displace to Objective 4 upon seizure.

h. Coordinating instructions: LD is LC. Base platoon for assault on Objectives 3 and 4 is right platoon. Final coordination line for Objectives 3 and 4 is RED Trail.

4. ADMINISTRATION AND LOGISTICS

Breakfast 0330 on position. Individual type C ration issued

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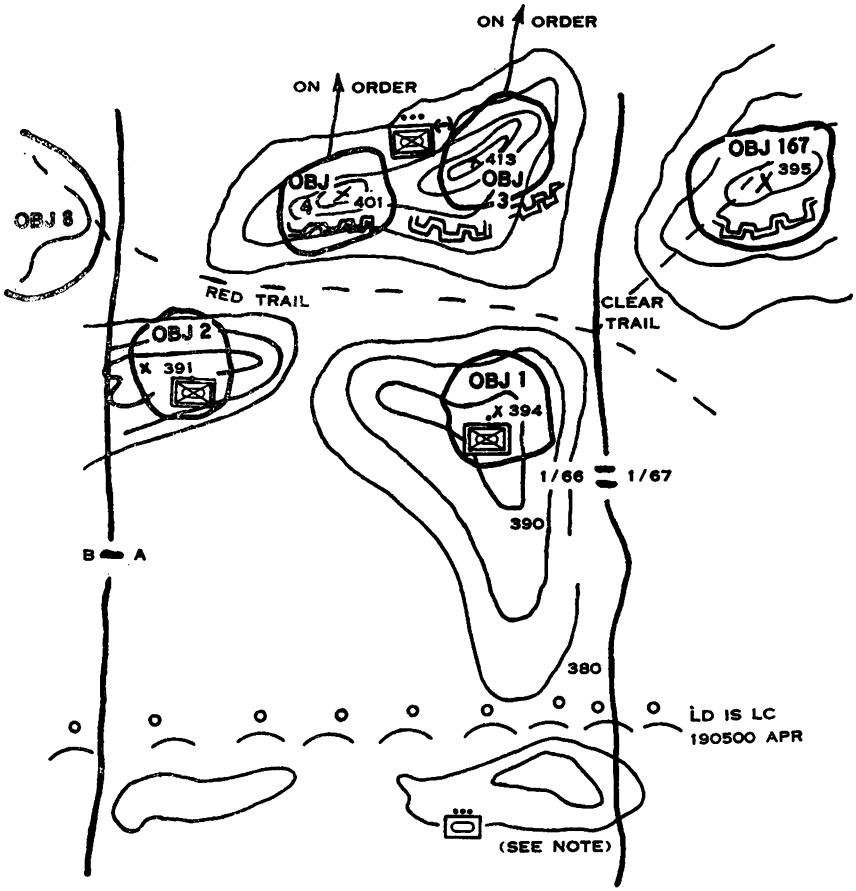

NOTE: THE TANK PLATOON IS LOCATED ALONG THE LD INITIALLY IN POSITION FROM WHICH IT CAN SUPPORT THE ATTACK BY FIRE.

Figure 34. Example of company attack order (schematic).

with breakfast meal. Riflemen carry one extra bandoleer of ammunition. Company trains located rear of HILL 381. Company aid post in woods near RJ 274 to rear of HILL 381.

5. COMMAND SIGNAL

a. Signal: Emergency signal to lift supporting fire is one RED STREAMER.

b. Command: I will be with the 2d Platoon. CP moves to rear of Objective 3 upon seizure. Time is now ——. Are there any questions?

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APPENDIX III
EMPLOYMENT OF CARRIERS IN RIVER CROSSINGS

Section I. GENERAL

1. Purpose

This appendix is a guide for commanders in the use of the carrier in a hasty river-crossing operation. It includes the technical information necessary for the safe employment of carriers in such crossings. To insure clarity and understanding, the following definitions are provided for certain terms which are peculiar to river-crossing operations and are used within this appendix.

a. Stream Velocity. Rate of flow of the current of the stream, in kilometers per hour.

b. Freeboard. The distance from the waterline to the deck when the carrier is in the water.

c. Far Bank. The enemy side of the river.

d. Near Bank. The friendly or attack-launching side of the river.

2. Precrossing Considerations

Upon reaching a water obstacle, the unit commander, in order to minimize delay, follows a definite sequence or checklist prior to employing his carrier. This sequence is:

a. Determine the velocity and characteristics of the stream.

b. Determine bank conditions at the entrance to the stream to include underwater obstacles.

c. Select landing points on the far bank and determine bank conditions at these points.

d. Insure that the carriers are properly checked prior to entering the water and upon leaving the water.

3. Stream Velocity

The maximum stream velocity in which carriers can be safely operated depends on such factors as the choppiness of the water, the amount of debris or ice in the water, and the maximum acceptable downstream drift distance. When the rate of flow approaches the maximum allowable stream velocity (6.6 kmph or 1.8 meters/sec for the M113 and 9.6 kmph or 2.6 meters/sec for

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the M59), particular attention must be given to drift distance, balance of load, entry into the water, and ability of drivers. A simple way to determine the stream velocity is to use a floating device over a measured distance. Measure a distance of at least 100 meters along the near bank. Designate the upstream end as point *A* and the downstream end as point *B*. At point *A*, throw into the stream any object that will float. Using a stopwatch or the second hand of a regular watch, determine the time it takes the floating object to move from point *A* to point *B* (fig. 35), then divide the distance by the time. For example, if it takes 20 seconds for the object to float 100 meters, the rate of flow of the stream is 5 meters-per-second. This figure in meters-per-second must then be converted to kilometers-per-hour (app. VI). At least two tests should be made with floating objects, the average time being used to determine the rate of flow in meters per second. The tests should be made in the fastest water that may be crossed by the carriers.

4. Stream Characteristics

a. Changes in Velocity. A sluggish stream or river may become a torrent in a few hours or even minutes as a result of sudden heavy rainfall. This is more likely to happen in tropical and arid regions, but it can occur anywhere. Stream velocities must be checked at frequent intervals to provide warning of such changes.

b. Channels. Velocities may vary in different parts of a stream The rate of flow is usually slowest near the bank and fastest in the main channel. Drivers and commanders of carriers must be alert when moving into a channel from quiet water, to keep the carrier from going out of control and being swept downstream.

c. Debris. Fast-moving streams often carry large quantities of logs, brush, and other debris. In cold climates, chunks of ice may be floating in a stream. Debris is a serious hazard to carriers; a single piece can foul a track and put the carrier out of control.

d. Stream Bottom. Stream bottoms often contain hidden sandbars or other obstacles that could cause damage to a track or to the carrier itself through loss of control. Whenever possible, the company commander should request engineer assistance to determine the condition of the stream bottom in his crossing zone and such obstacles should be marked by buoys.

5. Bank Conditions

Poor banks can often be improved by use of pioneer tools or

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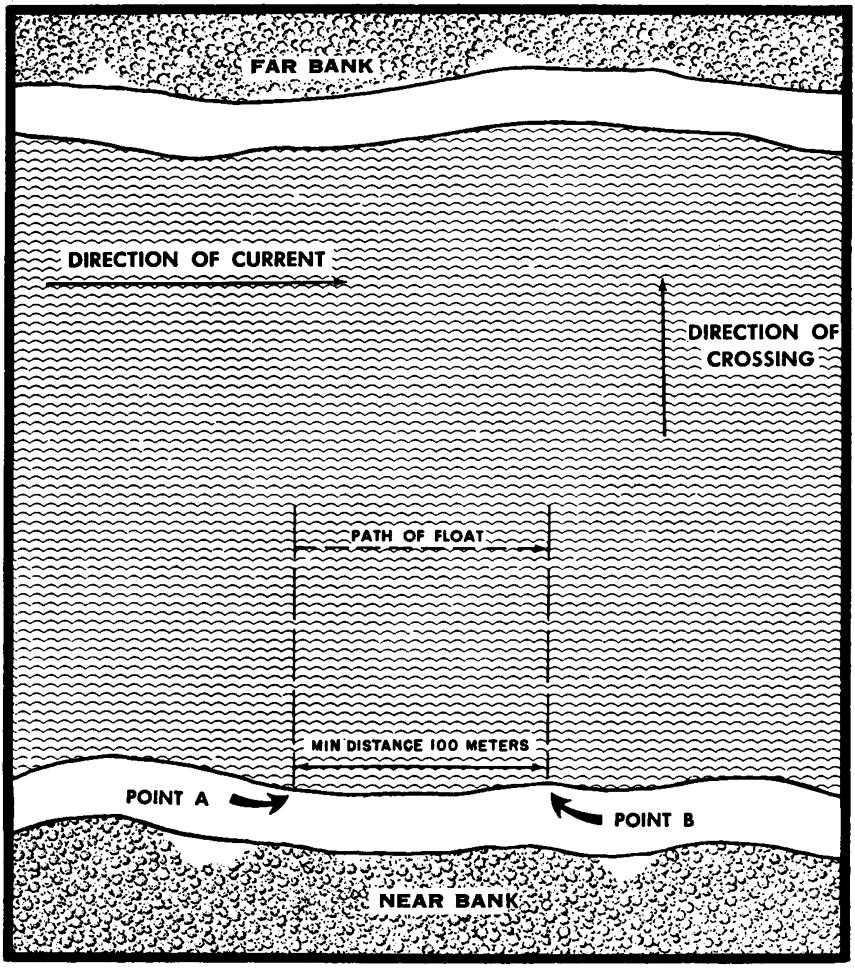

Figure 35. Float timing device over a measured distance (schematic).

dozers. Corduroying (laying logs) can be employed to improve entrances into the water. Steel tracks provide better traction than do rubber track pads. Since infantry units have no organic boats, it is seldom possible to do anything about banks on the far side of the stream except to use binoculars to select the best available exits.

6. Slope of Entrances and Exits

a. Gently sloping entrances and exits are desirable. However,

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even on the most gradual slopes, carriers must enter the water slowly (approximately 3 kmph) in order to avoid a large wave. When descending steep banks, the vehicle will tend to dive unless the approach is slow enough to allow the front to float.

b. The most common way to express slope is in percent (fig. 36). Thus, a 1-percent slope rises or descends one unit in a horizontal distance of 100 units; a 10-percent slope rises or descends 10 feet in 100 feet, or 10 meters in 100 meters, etc. The formula for percent slope is:

$$\frac{\text{VERTICAL DISTANCE}}{\text{HORIZONTAL DISTANCE}} \times 100 = \text{SLOPE IN PERCENT}$$

7. Determining Landing Point on Far Bank

a. The front of the carrier is always pointed directly across the stream, perpendicular to the river current. The driver must not buck the current. The only time this rule does not hold true is when the speed of the carrier, in water, is twice the speed of the current. Then, the front of the carrier may be pointed into the current; an angle of not more than 30° in the direction of the flow is acceptable. When the speed of the current and the speed of the carrier are the same, the vehicle drifts one meter downstream for each meter it moves forward. When the speed of the current is twice that of the carrier, the carrier moves two meters downstream for each meter it moves forward.

b. A simple formula for determining the point of landing on the far bank is:

$$\frac{\text{STREAM VELOCITY}}{\text{SPEED OF CARRIER (KMPH)}} \times \text{DISTANCE ACROSS THE STREAM IN METERS} = \text{DISTANCE OF DOWNSTREAM DRIFT IN METERS}$$

For example, a carrier traveling at 4 kmph in a stream that has a velocity of 4 kmph and is 100 meters across will land 100 meters downstream from the point where it entered the water (fig. 37).

8. Determining Formation and Priority of Crossing

a. The most important factors in determining the formation and priority for stream crossings are the mission, the number of entrances and exits, and the number of carriers to cross. For example, if the mission requires a mechanized unit to cross in one move, and there are sufficient entrances and exits, the best formation is an echelon; echelon left if the stream flows left to right, echelon right if the stream flows right to left. The carrier farthest downstream moves out first, followed by the one next

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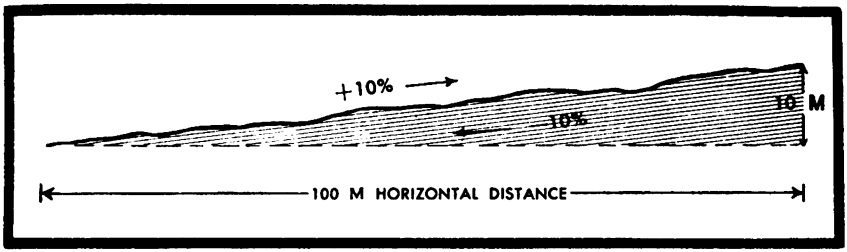

Figure 36. Expression of percent slope.

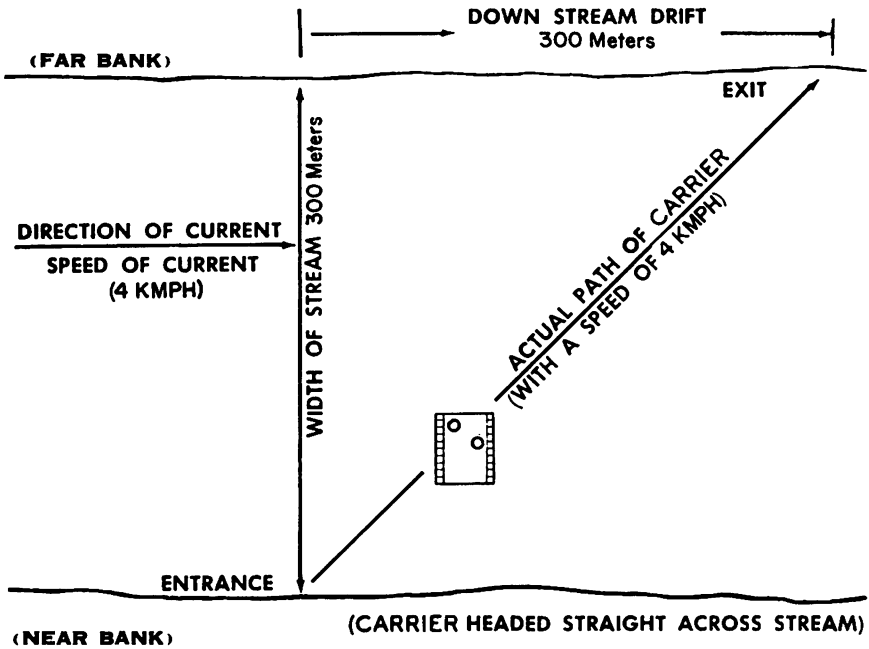

Figure 37. Downstream drift in a stream crossing (schematic).

farthest downstream, and so on; the carrier farthest upstream moves out last. Use of this formation insures that upstream vehicles do not drift into vehicles downstream.

b. If the mission is one of ferrying, the greatest danger is that of collision. A collision may occur in one of two situations: the meeting situation, and the passing situation.

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(1) When two carriers approach each other head on, each should turn to the right and pass each other on their respective left sides. The turn should be started soon enough to allow each driver to recognize the intentions of the other and to compensate for changing drift factors.

(2) Passing a slower vehicle on either side can be accomplished, provided due allowance is made for drift and there is ample space, both laterally and in depth. (Note that per unit of distance in the forward direction, the slower vehicle will have a greater amount of drift than the overtaking vehicle.) The passing vehicle should begin its turning movement early, cross the wake of the overtaken vehicle at an angle of 45°, and pass well to the side. If there is a danger of collision, based on the factors discussed above, the faster vehicle should not attempt to pass. In any event, the vehicle being overtaken has the right of way.

Section II. CARRIER CHECKLISTS

9. General

Each infantry commander must insure that his unit has an SOP for utilization of its carriers in water operations. This SOP should include checklists covering actions to be taken at various stages of such operations. (See TM 9–2300–203–12, TM 9–2300–224–10, and TM 10–500.)

10. Check Prior to Entering the Water

a. Check the drain plugs and seals around hatches, access doors, and access plates. Insure that seals are serviceable and tight.

b. Raise and lock the end ramp.

c. Clean and operate the bilge pump. If necessary, take on water (about 100 gallons) to permit a check of the operation of the pump.

d. Extend the trim vane which is located on the top front of the carrier. This trim vane serves only to trim the vehicle; it has no appreciable effect upon handling of the vehicle in the water.

e. Close and secure all hatches and doors.

f. Check for proper load distribution. All cargo must be secure so it will not shift.

g. The commander's cupola may be kept open except in rough water (depending on the tactical situation).

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11. Check While Afloat

a. The hand throttle is used in order to prevent the possibility of sudden deceleration if the driver's foot should slip from the accelerator. Sudden deceleration may cause the vehicle to pitch forward, submerging the bow.

b. All turns in the water are made the same as on land.

c. Freeboard is checked continually.

12. Check Upon Leaving the Water

a. Approach the land squarely.

b. Approach the land at reduced speed (approximately 3 kmph).

c. When out of the water, retract the trim vane.

d. Continue to operate the bilge pump after leaving the water until all the water is pumped out.

Section III. PERSONNEL SAFETY

It is difficult to evacuate the carrier while wearing a kapok vest-type lift preserver. Whenever available, the inflatable belt-type preserver should be worn. This is especially true for the driver and vehicle commander, since it is especially difficult to exit through the cupola when wearing a kapok preserver. When only the kapok vest-type preserver is available, it should be slung over one shoulder until the hatch is cleared.

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APPENDIX IV
WEAPONS DATA

1. Barrage Dimensions

Weapon	*Unit*	*Width of barrage*	*Depth of barrage*
81mm Mortar	Squad (1 tube)	50 meters	50 meters
81mm Mortar	Section (3 tubes)	100 meters	50 meters
4.2-Inch Mortar	Squad (1 tube)	50 meters	50 meters
4.2-Inch Mortar	Section (4 tubes)	200 meters	50 meters
105mm Howitzer	Battery	200 meters	150 meters
155mm Howitzer	Battery	300 meters	150 meters

2. Field Artillery Weapons Systems Range Characteristics

System	*Range*	
	Minimum	*Maximum*
105mm Howitzer (Towed)		11,270
105mm Howitzer M108 (SP)		15,100
155mm Howitzer M109 (SP)		14,955
155mm Howitzer M109 (SP)		18,500
8-Inch Howitzer (Towed) (SP)		16,930
175mm Gun, M107		32,800
Little John	3,000	20,400
Honest John	5,000	39,000
Sergeant		150,000*
Pershing		300,000*

*Assumed range solely for purpose of unclassified instruction.

Artillery ranges are approximations that may be used for preliminary planning purposes. *Actual ranges must be used for training operations or in combat.*

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APPENDIX V
COMMUNICATION DATA

Section I. RADIOS

1. Radio Set AN/PRC–6

a. The radio set AN/PRC–6 is a lightweight, low-power, battery-operated radio receiver-transmitter. It is portable and was designed primarily for foot combat troops.

b. Most frequency modulated radios in the infantry divisions will communicate with the AN/PRC–6. It may be operated by means of the internal (built-in) earphone and microphone, or by using the external handset shown in figure 38. The AN/PRC–6 may be used for homing purposes when used in conjunction with the homing antenna AT–249.

c. Characteristics (TM 11–296):

Type of set	portable
Type of modulation	FM
Type of emission	voice
Frequency coverage	47 to 55.4 mc
Number of channels	43
Tuning	1 set channel
Channel spacing	200 kc
Operating range (for planning purposes)	1½ km
Power output	.25 watt
Power source	dry cell battery BA–270/U
Battery life	20 hours (approximately)
Antenna	flexible steel tape
Weight	6½ pounds (w/battery)

2. Radio Set AN/PRC–25

a. The radio set AN/PRC–25 (fig. 39) is a short-range, man-pack portable, frequency modulated (FM) receiver-transmitter used to provide two-way voice communication. This set is capable of netting with all other infantry and artillery frequency-modulated radio sets on common frequencies.

b. This radio set is to replace the AN/PRC–8, 9, and 10 and will be common to all combat arms.

c. Basic components:

Receiver—Transmitter RT–505

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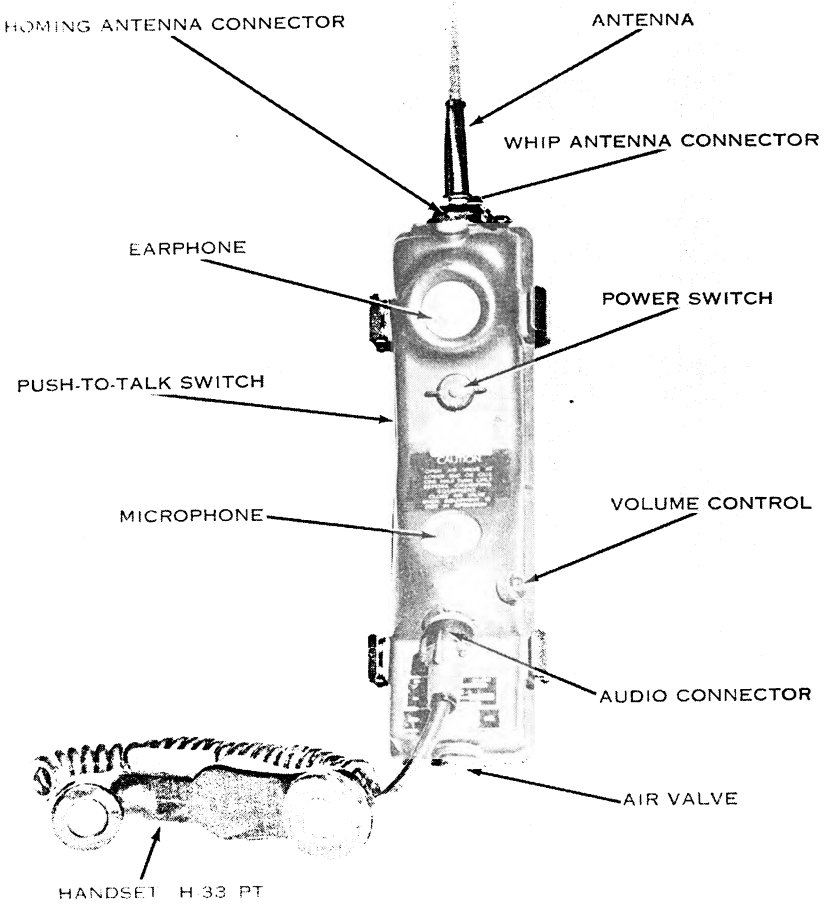

Figure 38. Radio set AN/PRC–6, controls.

Handset H–138
Antenna AT–892 (short)
Antenna AT–271 (long)
Antenna support AB–591
Cotton Duck bag CW–503
Electrical Equipment Harness ST–138

d. Operational capabilities:
Receive or transmit on one channel
Automatic relay with retransmission cable MK–456
Operation by remote control with Radio Set Control Group AN/GRA–39

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Figure 39. Radio set AN/PRC–25.

e. Characteristics (TM 11–5820–392–10):

Type of set	portable
Type of modulation	FM
Type of emission	voice
Frequency coverage:	
Low band	30 to 52.95
High band	53 to 75.95
Number of channels	920
Channel spacing	50 kc
Tuning	Detent (automatic calibration)
Present facilities	2 channels
Operating range	5 to 8 km
Short Antenna (AT–892) (for planning purposes)	5 km
Long Antenna (AT–271A) (for planning purposes)	8 km
Power output	1.5 to 2.0 watts
Power source	dry cell battery (BA–386)
Battery life	20 hrs (approximately)
Antenna:	
AT–892 (short)	steel tape & flexible base
AT–271A (long)	7 section (fish pole)
Weight	24.7 pounds (w/battery)

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Note. All audio accessories issued with the AN/VRC–12 family of vehicular radios will operate with the AN/PRC–25 except the Loudspeaker LS–454/U. Audio accessories issued for the AN/PRC–6, AN/PRC–10, or AN/GRC–3 through 8 series of radios will not operate with this equipment because of a difference in the audio connectors.

3. Radio Set AN/VRC–53

a. The radio set AN/VRC–53 (fig. 40) is the vehicular model of the AN/PRC–25. It is to be used in vehicles where one channel communication of limited range such as has been provided by the AN/VRC–7 or Set 2 of the AN/GRC–7 is required. Operation of the set is the same as the AN/PRC–25 except for the manual tuning of the antenna.

b. Basic components:
Receiver-Transmitter RT–505/PRC–25
Amplifier Power Supply Group OA–3633
Mount MT–1029
Antenna AT–912
Handset H–138
Installation Kit (for vehicle)

c. Characteristics (TM 11–5820–498–10):
Type of set——vehicular
Type of modulation——FM
Type of emission——voice

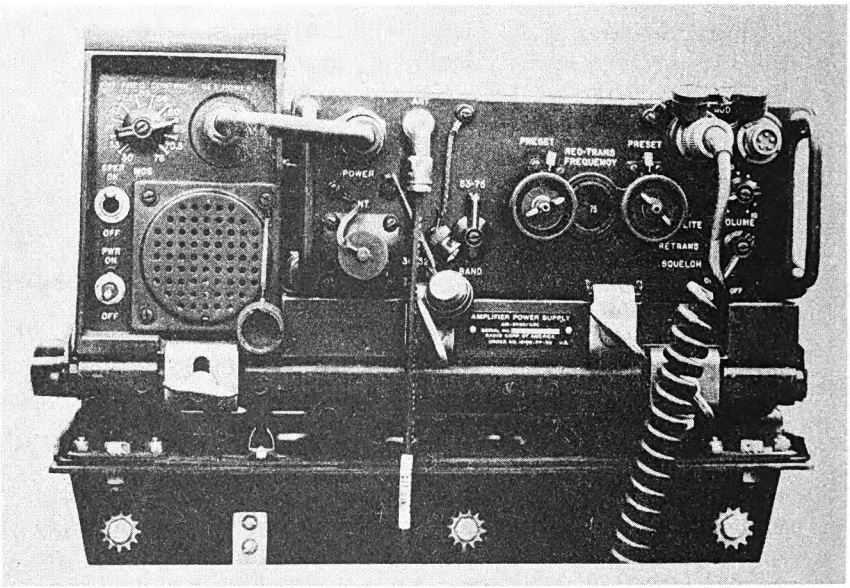

Figure 40. Radio set AN/VRC–53.

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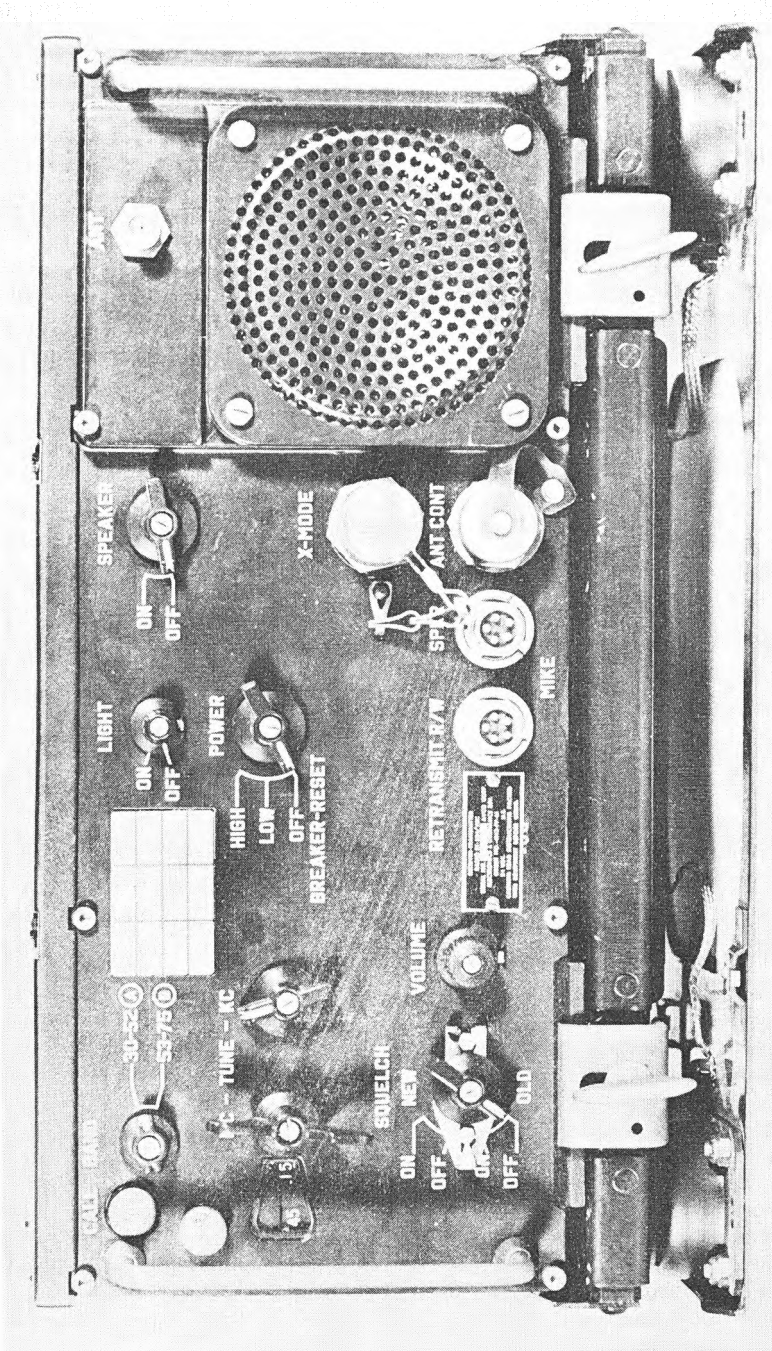

Figure 41. Radio set AN/VRC–46.

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Frequency coverage:
- Low band ..... 30 to 52.95
- High band ..... 53 to 75.95
- Number of channels 920
- Channel Spacing ..... 50 kc
- Tuning ..... detent (automatic calibration)
- Preset Facilities ..... 2 channels
- Operating range (AT–912) ..... 10–12 km (vehicular)
- Power output ..... 1.5 to 2.0 watts
- Power source ..... 24 volt vehicle battery
- Antenna .....

Note. The radio set AN/GRC–125 is commonly called the "On-Off vehicle set." This set incorporates the components, operational facilities, and characteristics of the portable radio set AN/PRC–25 and the vehicular radio set AN/VRC–53 and can be operated as either a portable or vehicular radio.

4. Radio Set AN/VRC–46

(See TM 11–5820–401–10)

a. The radio set AN/VRC–46 (fig. 41) is a configuration of the AN/VRC–12 radio family using manual tuning. It is designed for use in vehicles in which the operator can readily get all controls and has a requirement to monitor and transmit on one frequency.

b. Basic components:
Receiver-Transmitter RT–524
Receiver-Transmitter Mount MT–1029
Antenna AT–912
Installation Kit (for vehicle)

c. Operational capabilities:
Monitor or transmit on one channel
Intercommunication between crew members when Audio Frequency Amplifier is used as part of system
Operation by remote control

d. Characteristics:
- Type of set ..... vehicular
- Type of modulation ..... FM
- Type of emission ..... voice
- Type of squelch ..... noise and tone
- Frequency coverage
  - Band A ..... 30 to 52.95 mc
  - Band B ..... 53 to 75.95 mc
- Frequency spacing ..... 50 kc
- Number of channels 920
- Tuning ..... detent (automatic calibration)
- Preset facilities ..... none
- Operating Range
  - Stationary ..... 32 km
  - Moving ..... 25 km

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Power output	
High	35 watts (minimum)
Low	1 to 3 watts
Power source	24 volt vehicle battery
Antenna	10 ft center-fed whip w/antenna matching unit (MX–2799/VRC)
Weight	approx 90 pounds

5. Radio Set AN/VRC–47

(See TM 11–5820–401–10)

a. The radio set AN/VRC–47 (fig. 42) is a manually tuned configuration of the AN/VRC–12 family which is used when a requirement exists to monitor two channels.

b. Basic components:
Receiver R–442
Receiver Mount MT–1898
Receiver-Transmitter RT–524
Receiver-Transmitter Mount MT–1029
Receiver Antenna
Antenna AT–912
Installation Kit (for vehicle)

c. Operational capabilities:
Monitor two channels simultaneously
Monitor one channel and transmit over second channel
Intercommunication between crew members (when Audio Frequency Amplifier is used as part of system)
Operation by remote control

d. Characteristics are the same as those for the AN/VRC–46 except additional receiver R–442/VRC increases total weight by 19.5 pounds.

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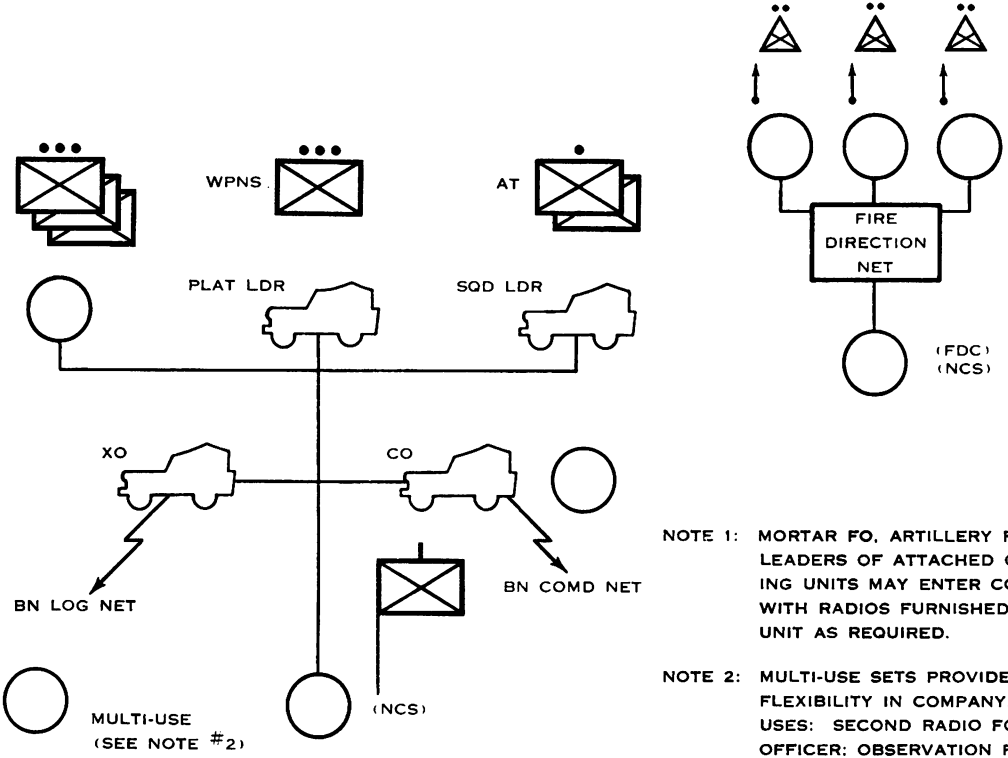
Section II. TYPE RADIO AND WIRE NETS



NOTE 1: MORTAR FO, ARTILLERY FO, AND LEADERS OF ATTACHED OR SUPPORTING UNITS MAY ENTER COMMAND NET WITH RADIOS FURNISHED BY PARENT UNIT AS REQUIRED.

NOTE 2: MULTI-USE SETS PROVIDE REQUIRED FLEXIBILITY IN COMPANY. POSSIBLE USES: SECOND RADIO FOR COMMANDING OFFICER: OBSERVATION POST: PATROL: ROADBLOCKS: CHECKPOINTS: COP: MAINTENANCE REPLACEMENT.

Figure 43. Type radio nets, rifle company, infantry battalion.

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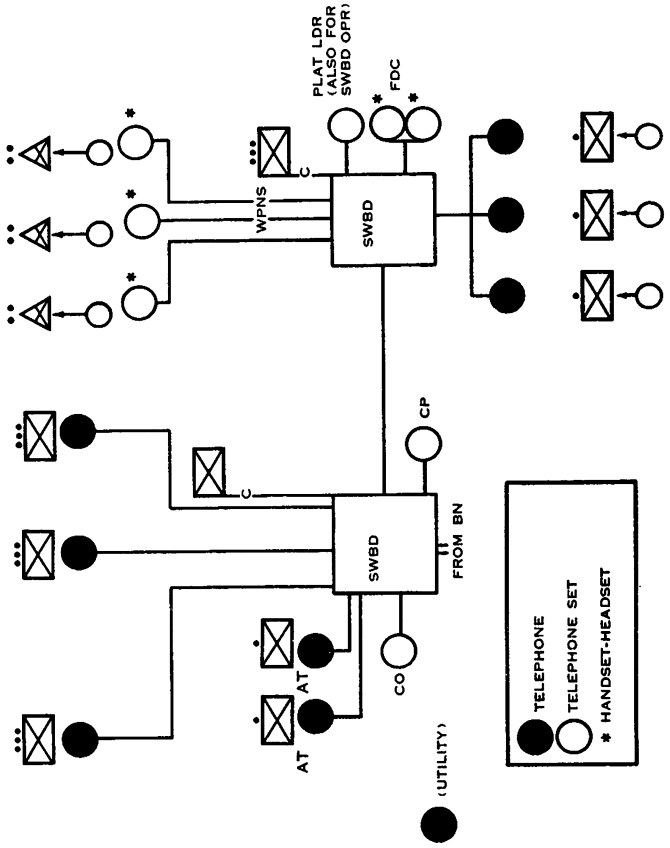

Figure 44. Type wire system, rifle company, infantry battalion.

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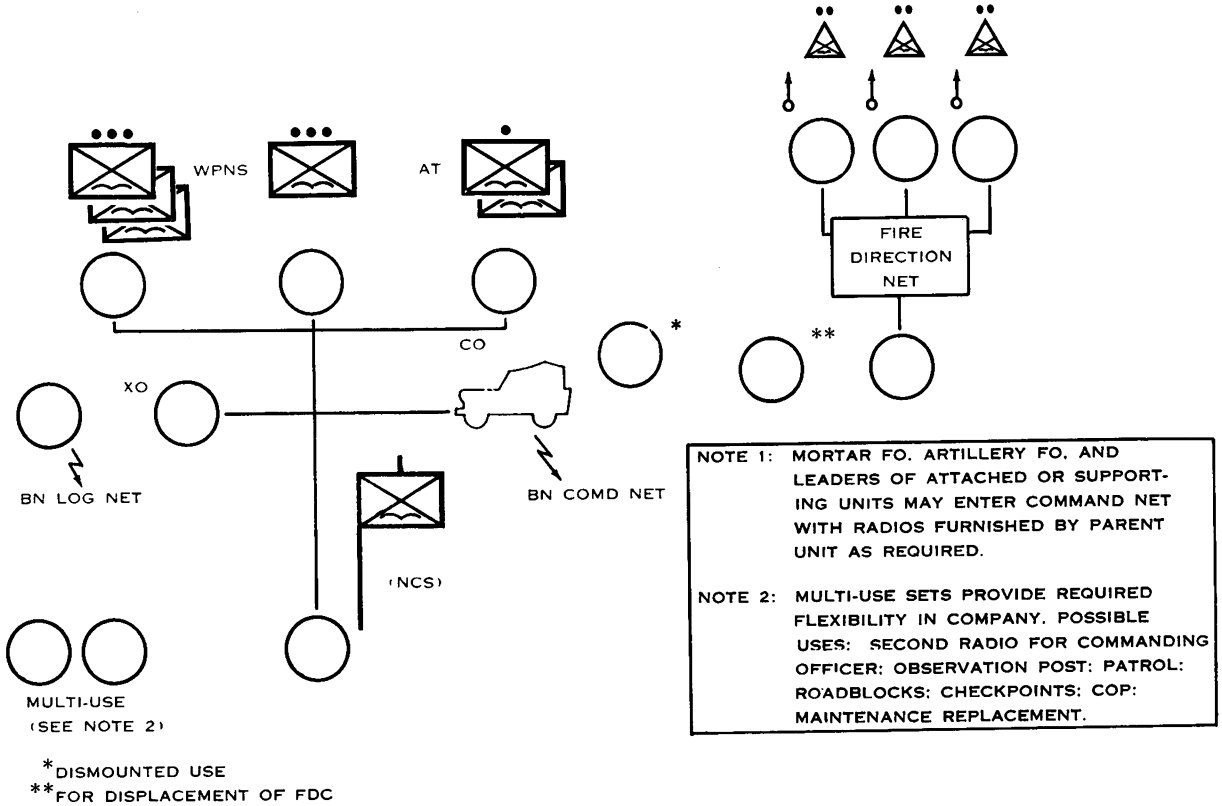
WPNS
AT
FIRE DIRECTION NET
CO
XO
*
**
BN LOG NET
BN COMD NET
(NCS)
MULTI-USE
(SEE NOTE 2)
*DISMOUNTED USE
**FOR DISPLACEMENT OF FDC
NOTE 1: MORTAR FO. ARTILLERY FO. AND LEADERS OF ATTACHED OR SUPPORTING UNITS MAY ENTER COMMAND NET WITH RADIOS FURNISHED BY PARENT UNIT AS REQUIRED.
NOTE 2: MULTI-USE SETS PROVIDE REQUIRED FLEXIBILITY IN COMPANY. POSSIBLE USES: SECOND RADIO FOR COMMANDING OFFICER: OBSERVATION POST: PATROL: ROADBLOCKS: CHECKPOINTS: COP: MAINTENANCE REPLACEMENT.

Figure 45. Type radio nets, rifle company, airborne infantry battalion.

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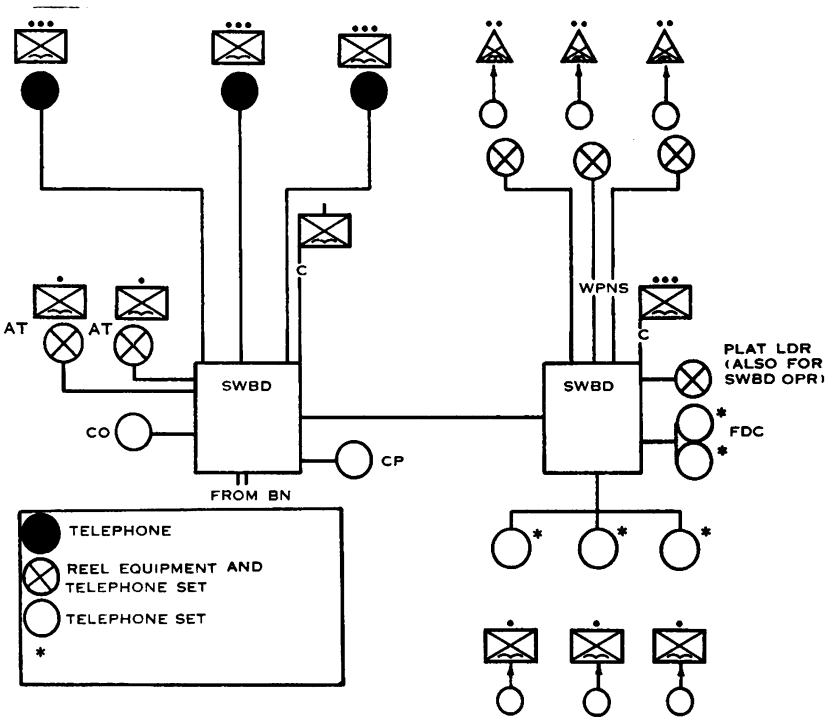

Figure 46. Type wire system, rifle company, airborne infantry battalion.

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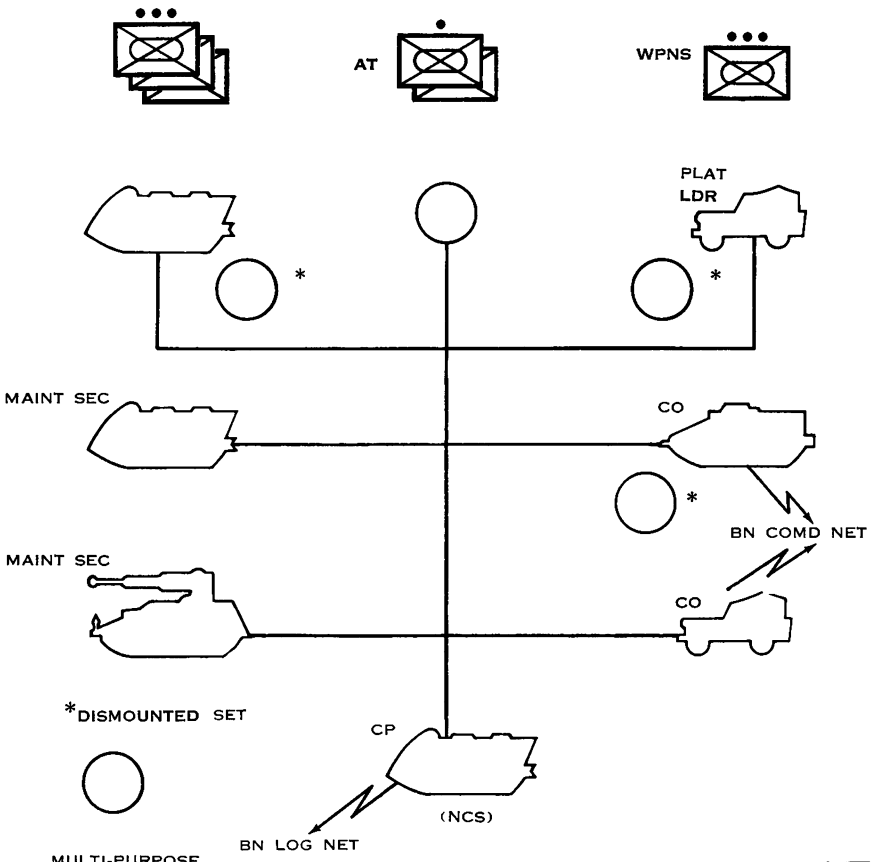
AT
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LDR
MAINT SEC
CO
BN COMD NET
MAINT SEC
CO
*DISMOUNTED SET
CP
(NCS)
BN LOG NET
MULTI-PURPOSE
(SEE NOTE #2)
NOTE 1: MORTAR FO, ARTILLERY FO, AND LEADERS OF ATTACHED OR SUPPORTING UNITS MAY ENTER COMMAND NET WITH RADIOS FURNISHED BY PARENT UNIT AS REQUIRED.
NOTE 2: MULTI-USE SETS PROVIDE REQUIRED FLEXIBILITY IN COMPANY. POSSIBLE USES: SECOND RADIO FOR COMMANDING OFFICER; OBSERVATION POST; PATROL; ROADBLOCKS; CHECKPOINTS; COP; MAINTENANCE REPLACEMENT.

Figure 47. Type radio net, rifle company, mechanized infantry battalion.

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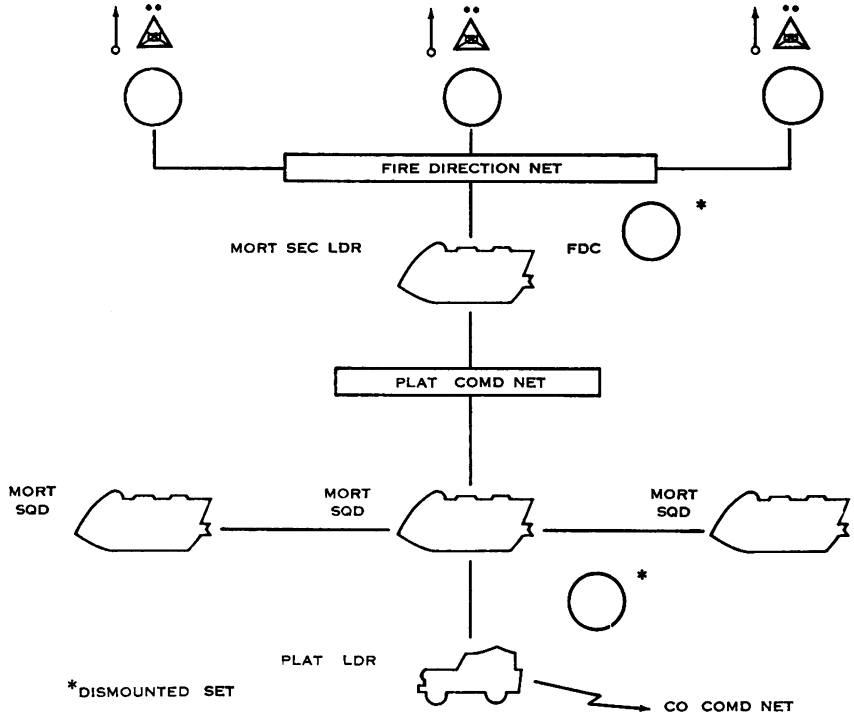

Figure 48. Type radio nets, weapons platoon, rifle company, mechanized infantry battalion.

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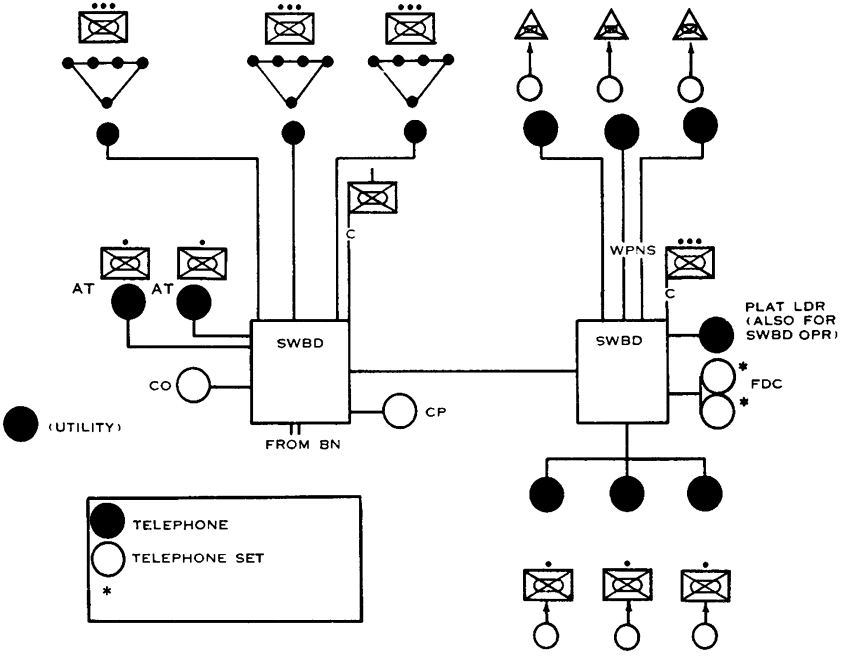

Figure 49. Type wire system, rifle company, mechanized infantry battalion.

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APPENDIX VI
TIME-DISTANCE CONVERSION CHART

Miles per hour	Knots	Feet per second	Kilometers per hour	Meters per second
1	0.8684	1.4667	1.6093	0.447
2	1.74	2.93	3.22	0.894
3	2.61	4.40	4.83	1.34
4	3.47	5.87	6.44	1.79
5	4.34	7.34	8.05	2.24
6	5.21	8.80	9.66	2.68
7	6.08	10.27	11.27	3.13
8	6.95	11.73	12.87	3.58
9	7.82	13.20	14.48	4.02
10	8.68	14.67	16.09	4.47
11	9.55	16.13	17.70	4.92
12	10.42	17.60	19.31	5.36
13	11.29	19.07	20.92	5.81
14	12.16	20.54	22.53	6.26
15	13.03	22.00	24.14	6.71
16	13.89	23.47	25.75	7.15
17	14.76	24.93	27.35	7.60
18	15.63	26.40	28.97	8.05
19	16.50	27.87	30.58	8.49
20	17.37	29.33	32.19	8.94
21	18.24	30.80	33.80	9.39
22	19.10	32.27	35.40	9.83
23	19.97	33.73	37.01	10.28
24	20.84	35.20	38.62	10.73
25	21.71	36.67	40.23	11.18
26	22.58	38.13	41.84	11.62
27	23.45	39.60	43.45	12.07
28	24.32	41.07	45.06	12.52
29	25.18	42.53	46.67	12.96
30	26.05	44.00	48.28	13.41
31	26.92	45.47	49.89	13.86
32	27.79	46.93	51.50	14.30
33	28.66	48.40	53.11	14.75
34	29.53	49.87	54.72	15.20
35	30.39	51.33	56.33	15.65
36	31.26	52.80	57.93	16.09
37	32.13	54.27	59.54	16.54
38	33.00	55.73	61.15	16.99
39	33.87	57.20	62.76	17.43
40	34.74	58.67	64.37	17.88
41	35.60	60.13	65.98	18.33
42	36.47	61.60	67.59	18.77

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Miles per hour	Knots	Feet per second	Kilometers per hour	Meters per second
43	37.34	63.07	69.20	19.22
44	38.21	64.53	70.81	19.67
45	39.08	66.00	72.42	20.12
46	39.95	67.47	74.03	20.56
47	40.81	68.93	75.64	21.01
48	41.68	70.40	77.25	21.46
49	42.55	71.87	78.86	21.90
50	43.42	73.34	80.47	22.35

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APPENDIX VII
FIGHTING AND EXISTENCE LOADS
(TEMPERATE ZONE)

1. *Fighting Load.* (Actual weight, appoximately 44 pounds; ideal weight, 34 pounds.)

	Pounds (1963)
a. Clothing.	
(1) Helmet w/liner (combat headgear)	3.00
(2) Trousers and jacket, utility	2.56
(3) Underwear (summer) and socks	.63
(4) Boots	4.00
(5) Poncho	2.57
Total	12.76
	Pounds (1963)
b. Equipment.	
(1) Rifle w/sling, M14	9.08
(2) 5-magazine 7.62 w/100 rds	7.85
(3) 2-pouch, ammunition 7.62, M14	1.50
(4) Canteen (filled) w/cup and carrier	3.60
(5) Belt, M14 w/first-aid pouch, packet and suspenders	2.00
(6) Intrenching tool w/carrier	4.00
(7) Bayonet w/scabbard	1.07
Total	29.10
	Pounds (1963)
c. Rations.	
1 Meal	1.67
Total	1.67
CLOTHING	12.76
EQUIPMENT	29.10
RATIONS	1.67
FIGHTING LOAD TOTAL	43.53

2. *Existence Load.** (Actual weight, approximately 29 pounds; ideal weight, 16 pounds.)

	Pounds (1963)
a. Armor vest	8.50
b. Protective mask w/carrier	3.00
c. Bedroll w/carrier and inflatable pad	12.96
d. Pack w/underwear, socks, toothbrush and shaving gear	4.19
e. Field jacket w/o liner	----
EXISTENCE LOAD TOTAL	28.65**

* Comprises items as determined by environment and operational conditions. For equipment required in varying climates and terrains, see FM 31–25, 31–30, 31–70, 31–71, and 31–72. The more difficult the terrain, the lighter the load. For other than riflemen, the weight of the weapon, ammunition, or equipment that must be carried makes adjustment of loads mandatory.

** Does not include weight of field jacket and liner, which is 3.40 pounds.

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